

Legal Sector Breakfast Briefing

18 January 2022

Legal Sector Breakfast Briefing

Welcome & Introduction

Andy Poole, Legal Sector Partner
Armstrong Watson

Legal Sector Breakfast Briefing

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

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.

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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



Business context



WFH: Advantages and Disadvantages



Perspectives



What next?

Agenda



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 ...

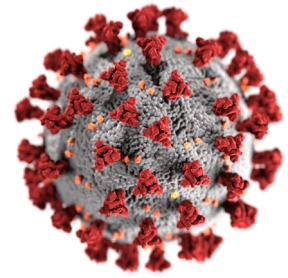
23 March 2020 – all working
remotely



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

Rethinking the business



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When Covid struck, effective businesses had ...

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



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Therefore ...

Rethinking the business

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



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

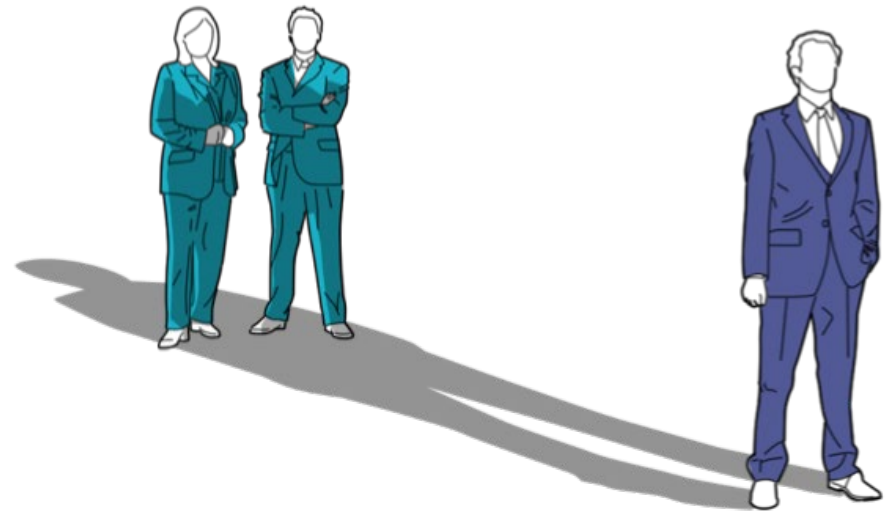
Fridtjof Nansen

Source: https://www.brainyquote.com/quotes/fridtjof_nansen_211341

Who we are

Crisis – focused on what matters

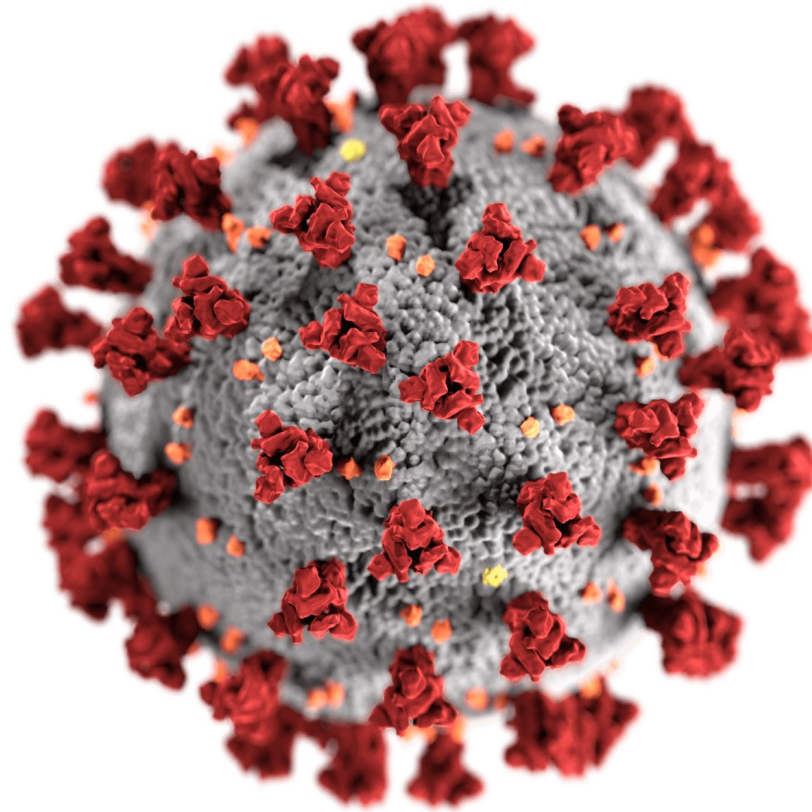
The Shadow of the Leader



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 ...



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



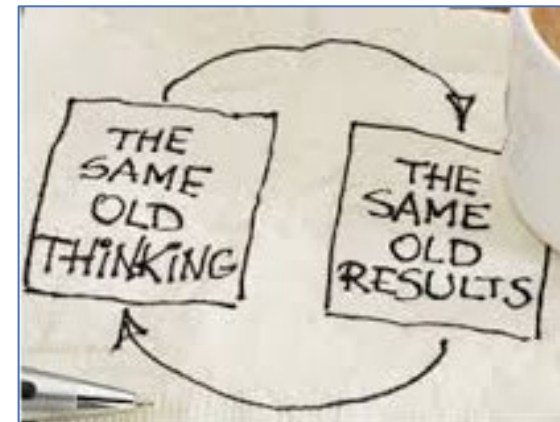
Reimagine structure

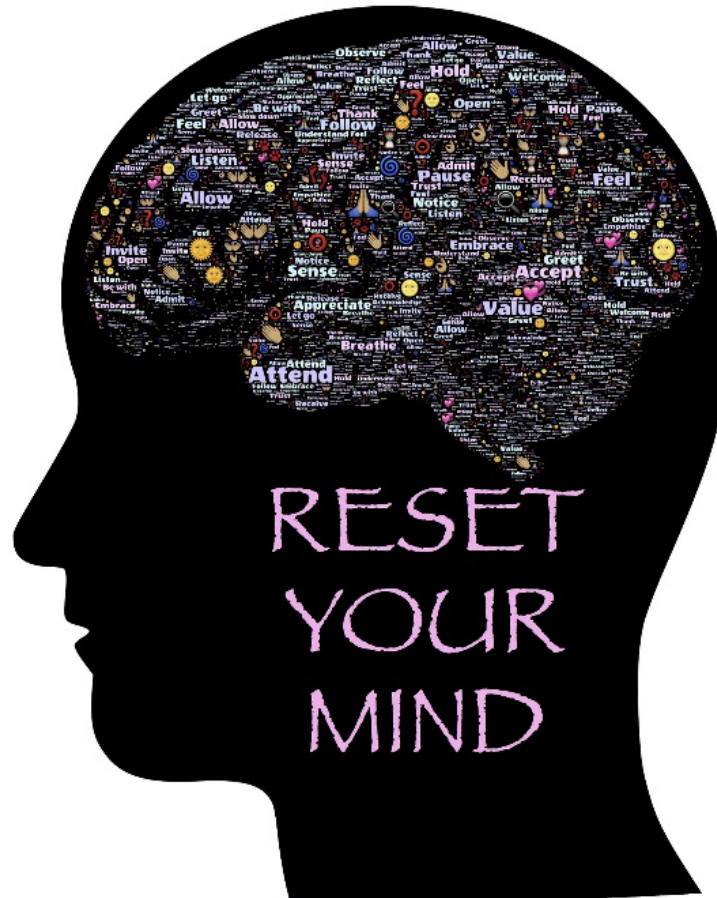
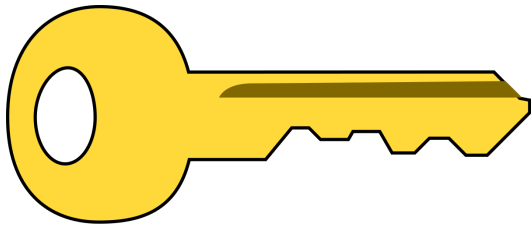
4. Flatten the structure
5. Unleash nimble, empowered teams
6. Make hybrid work, work



Reshape talent

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





Agenda



Business context



WFH: Advantages and Disadvantages



Perspectives



What next?

Goal of business – be the best/outperform others

... 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)

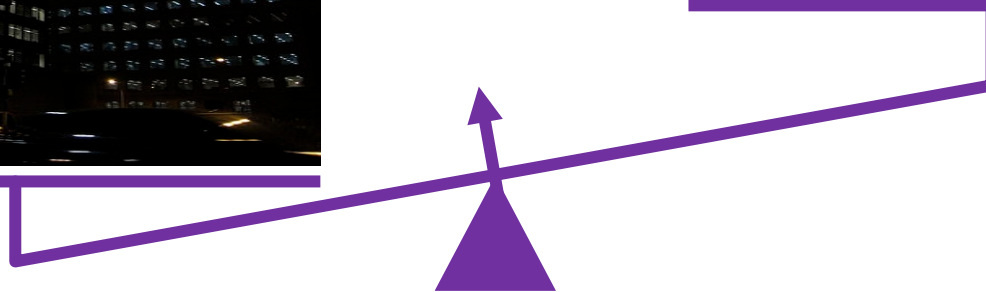
1. Your employees are adults
2. Job of management isn't to control people, it's to build great teams
3. People want to do work that means something, after they do it, should be free to move on
4. Everyone should understand the business
5. Everyone should be able to handle the truth
6. The company needs 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



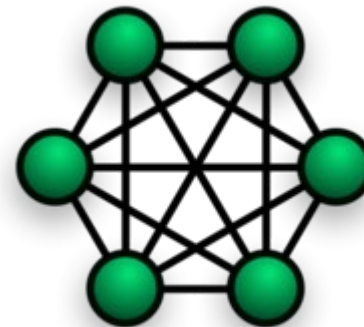
Advantages

Access to talent



And beyond?!

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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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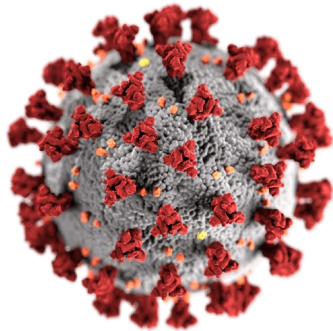
Advantages (3)

Commuting ...



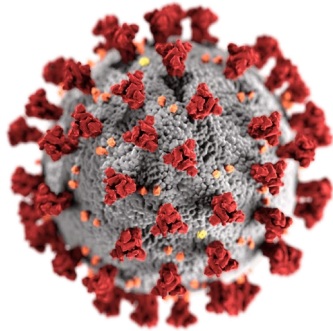
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Before



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 INTEGRATING WORKPLACE CULTURE IS IMPORTANT TO ONBOARDING. Outcomes experienced from onboarding include increased engagement, improved culture, and reduced time to productivity. **72% OF ONBOARDING PROCESSES FOCUS ON INSTILLING WORKPLACE CULTURE.** Is your organization one of them? Ask your employees 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)

Burn out / overload



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

“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



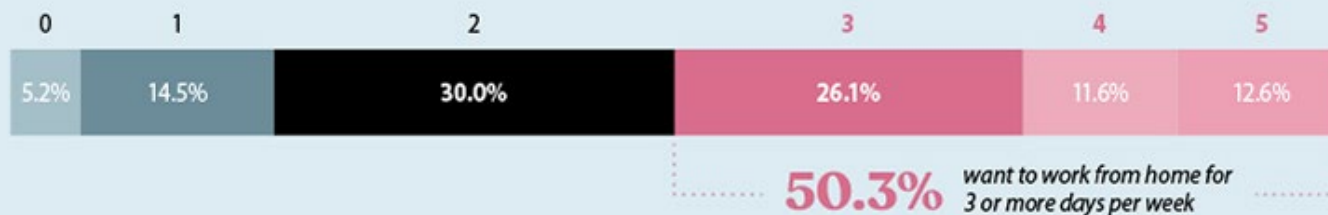
Roland Busch; Deputy
CEO, Siemens AG
16 July 2020

2. Trust

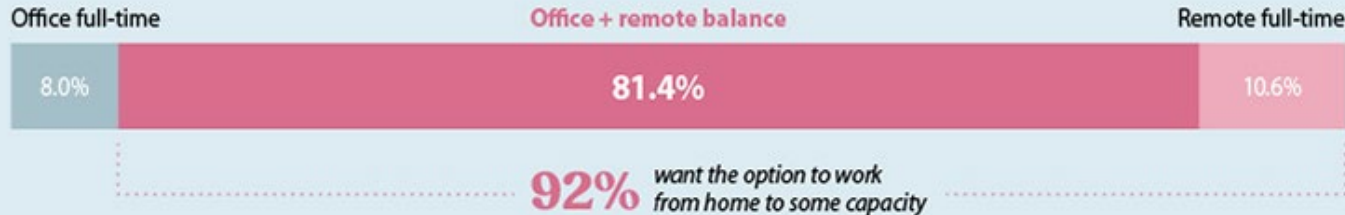
Visualising the future of work: Remote working, it's a balance



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



Business context



WFH: Advantages and Disadvantages

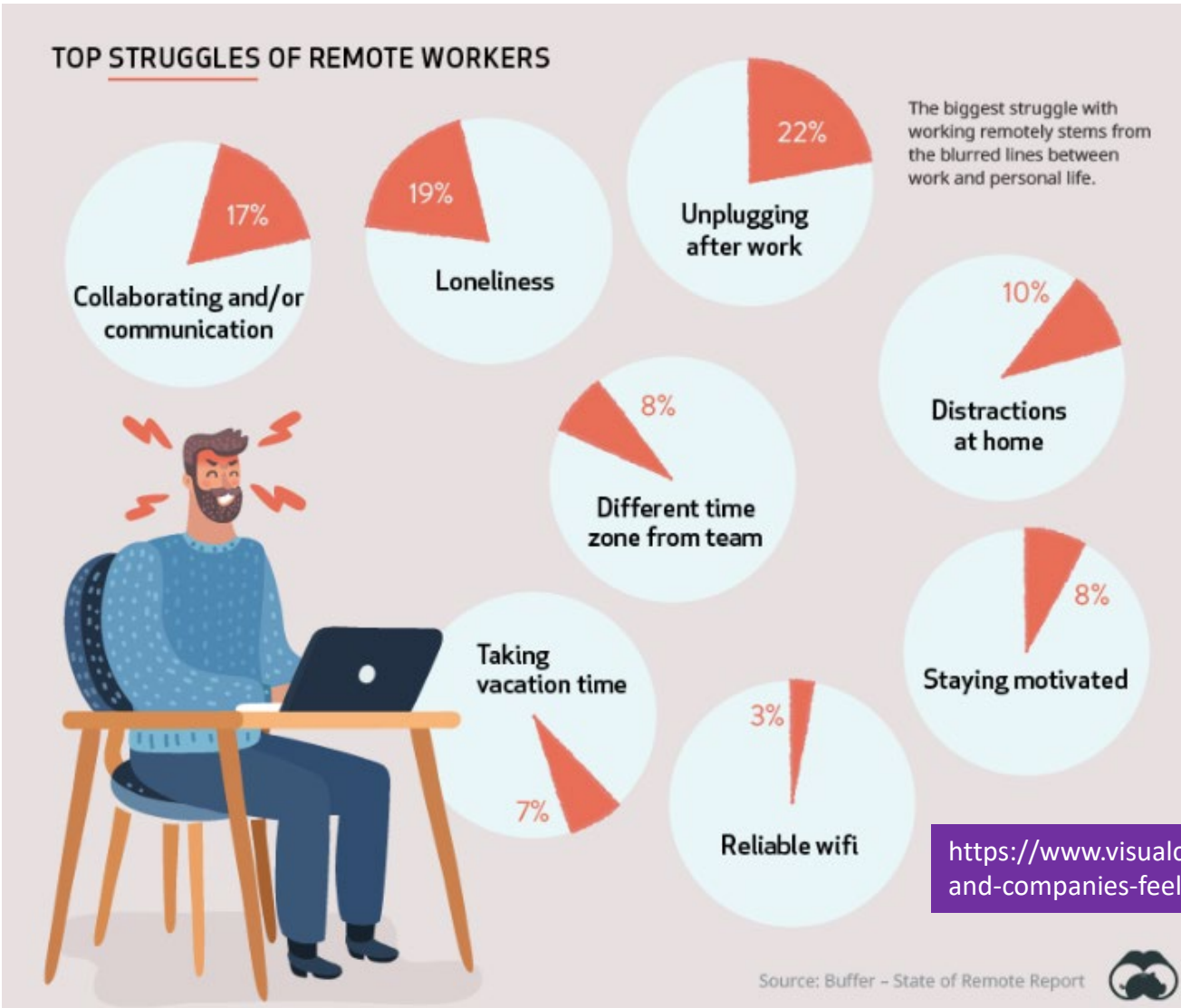


Perspectives



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)

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

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

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 nd 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



Business context



WFH: Advantages and Disadvantages

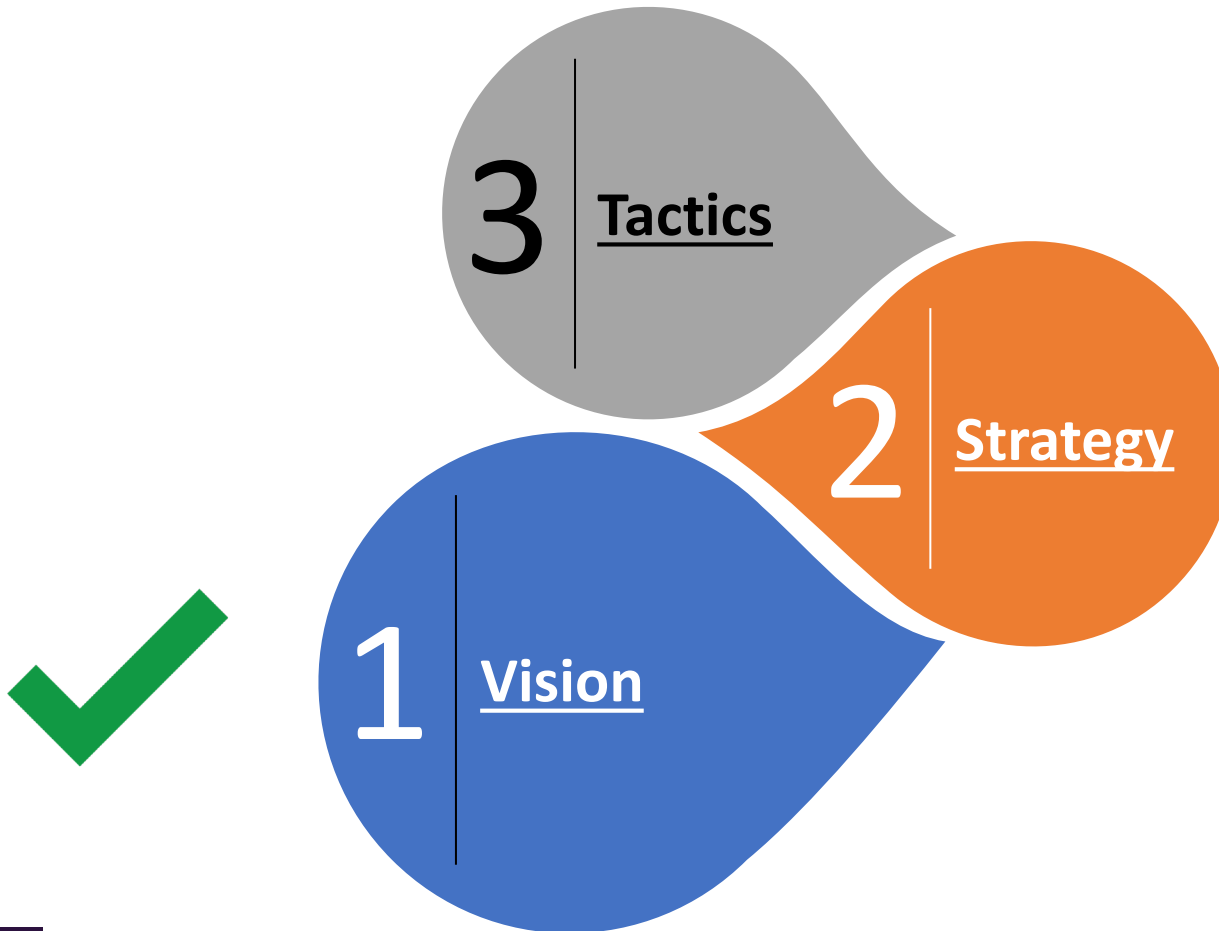


Perspectives



What next?

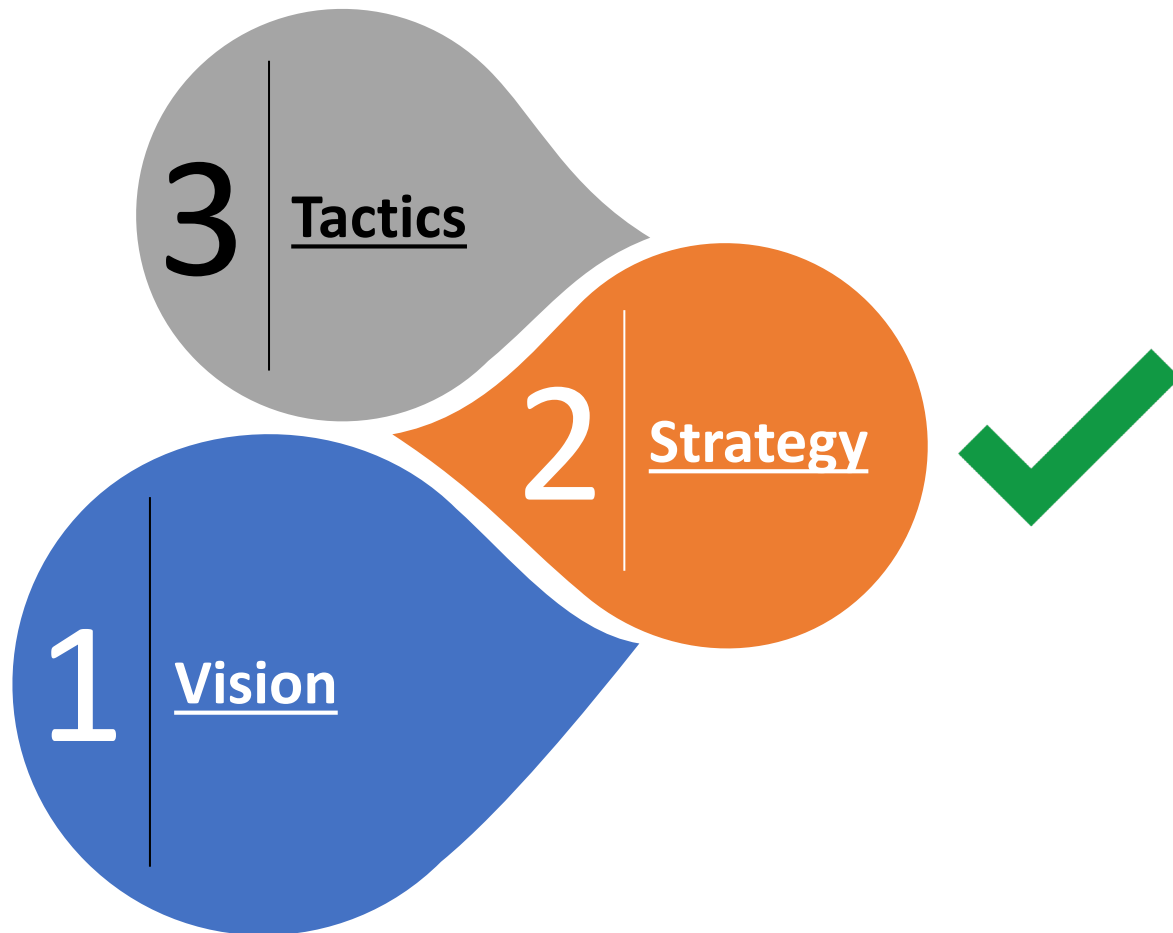
How to ... WFH



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



How to ... WFH



Strategy



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

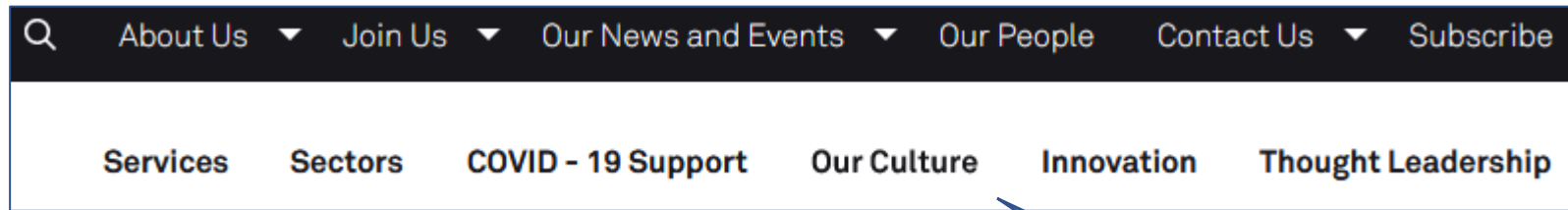
Great coaching

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



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A northern England based law firm ...



Website explicit about “culture”

Website clear about values

- 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

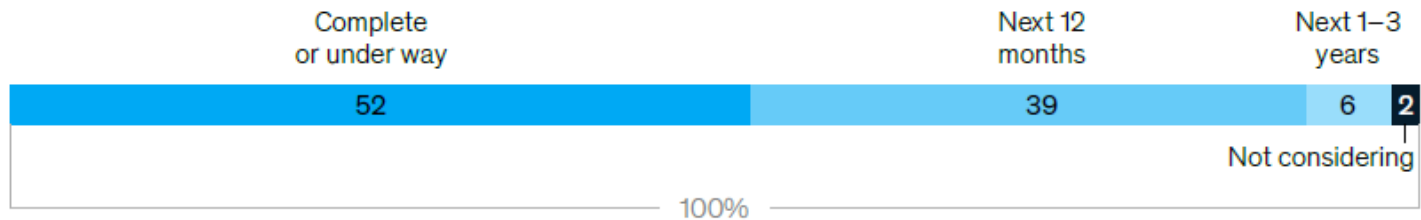


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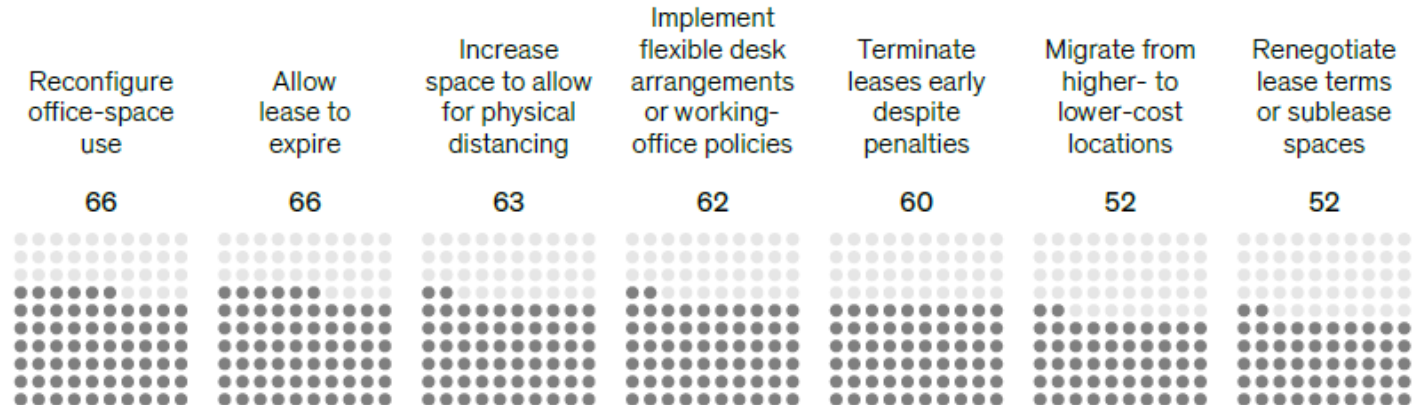
Generally ... significant real-estate reorganisation

Organizations that are aiming high have already started taking steps to optimize their real-estate footprints.

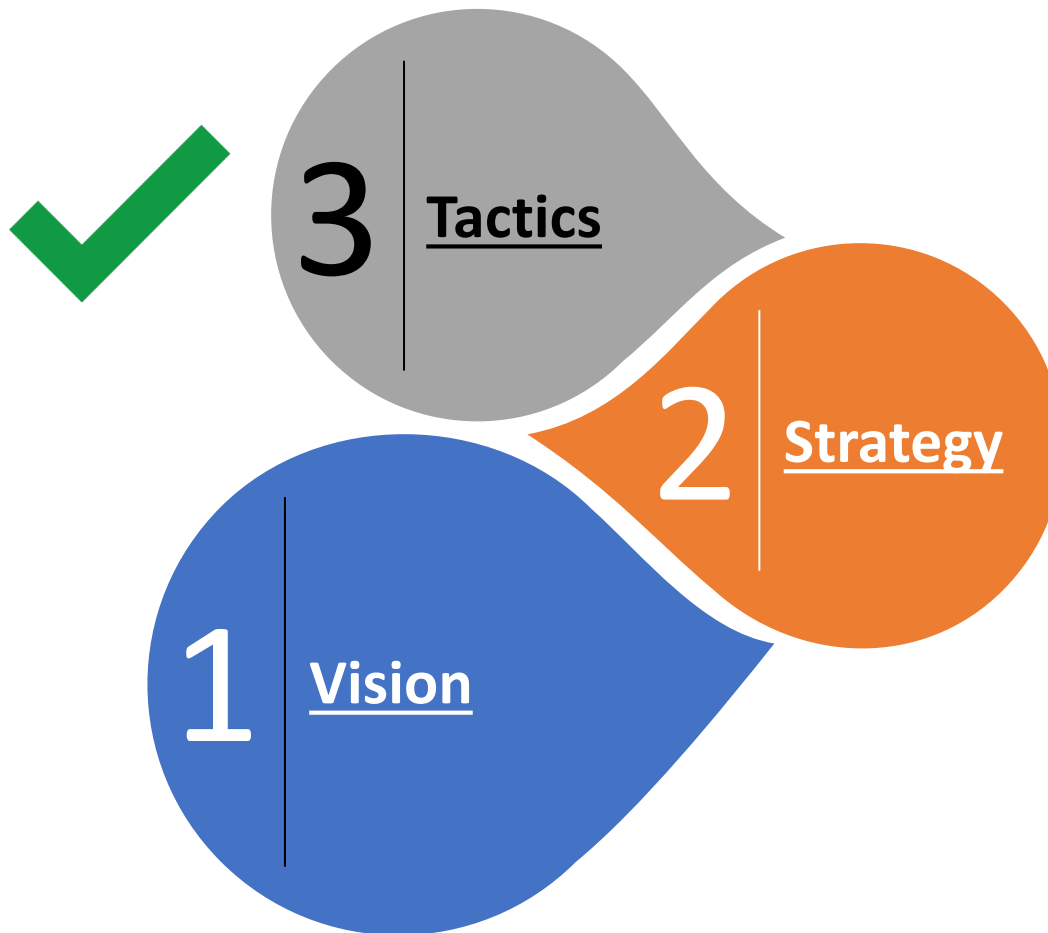
Reported timeline to adjust office footprint, % of respondents



Levers for optimizing office space in the next 12 months, frequency of appearing in top 3 responses, % of respondents



How to ... WFH



Tactics

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



2. What does this individual need?

3. How enable hybrid working?



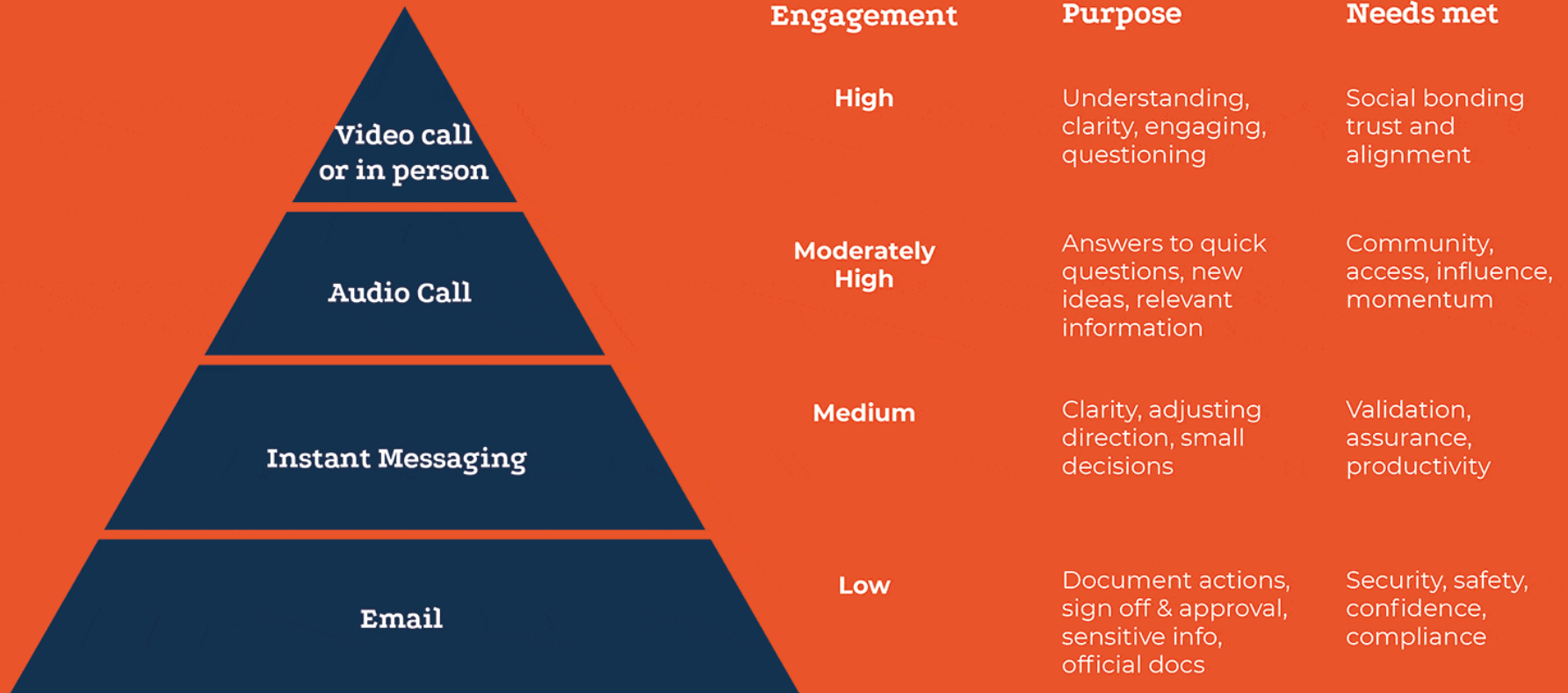
Practicalities: Communication

Goal – psychological safety (feel safe and supported)



Managing remote teams: Importance of good communication

Pyramid of engagement



WFH and mental health

78%

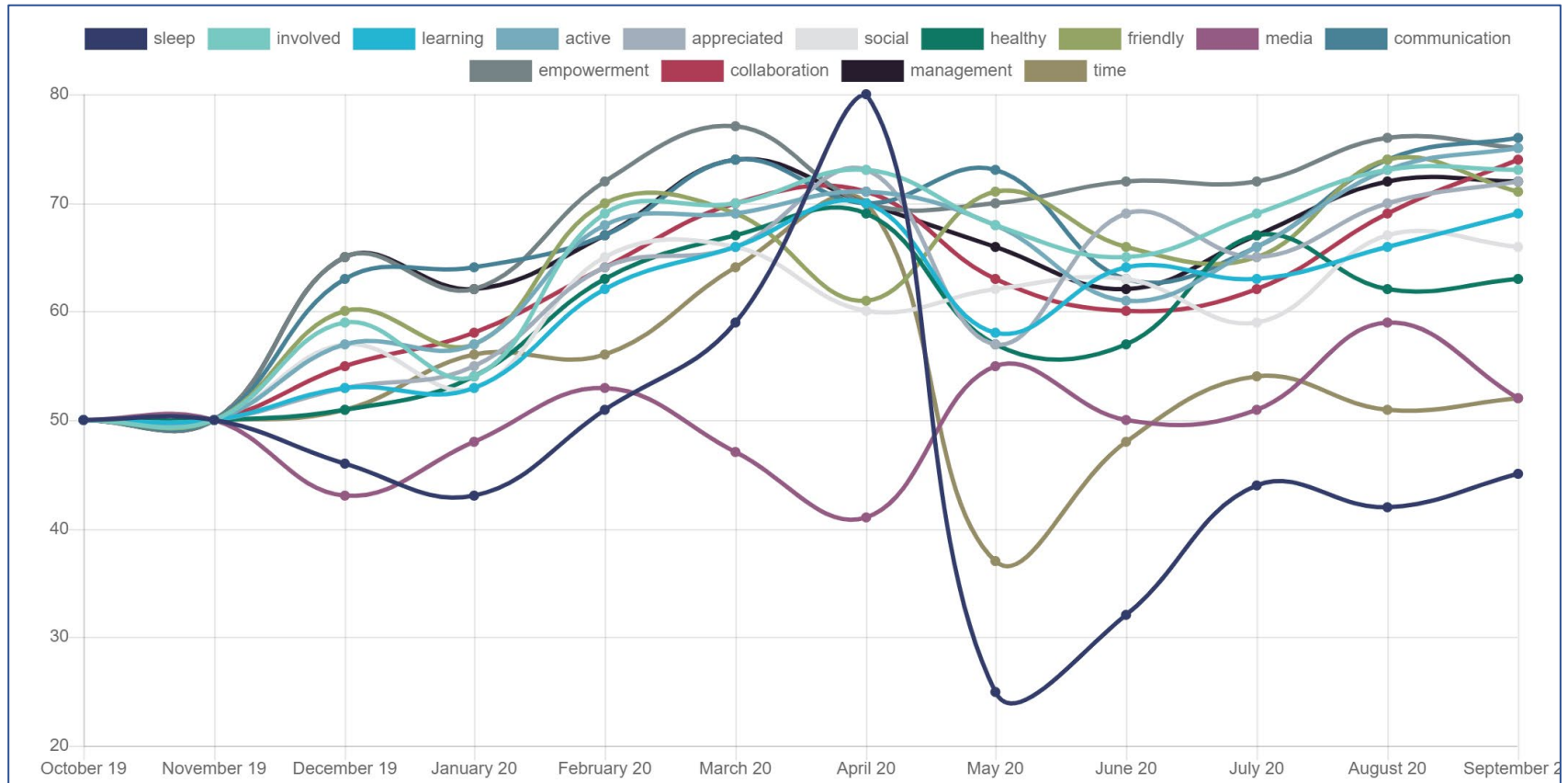
... would tell friends and family we are 'fine', even if struggling with a mental health problem *

Be aware of the signs ...



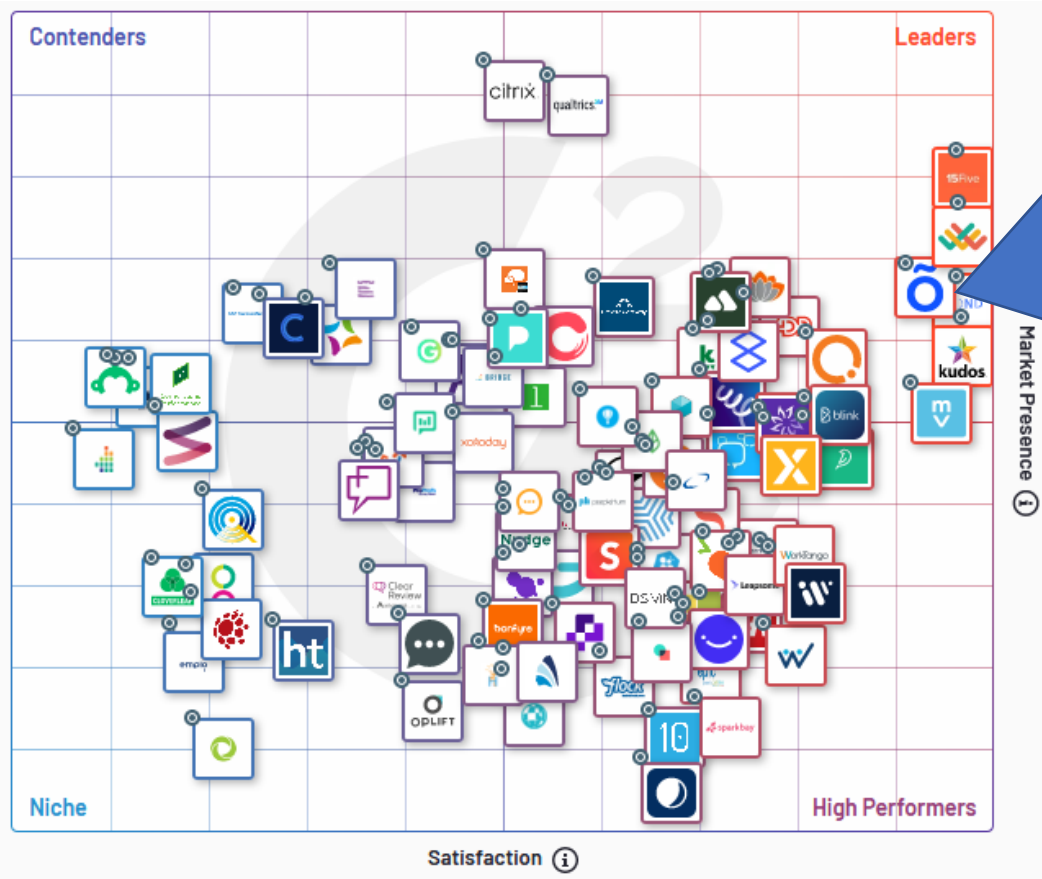
* Source: <https://www.time-to-change.org.uk/news/ask-twice-people-urged-new-research-shows-three-quarters-brits-would-say-they-are-%E2%80%98fine%E2%80%99-even>

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



Source: Wellonomics; wellonomics.co.uk

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



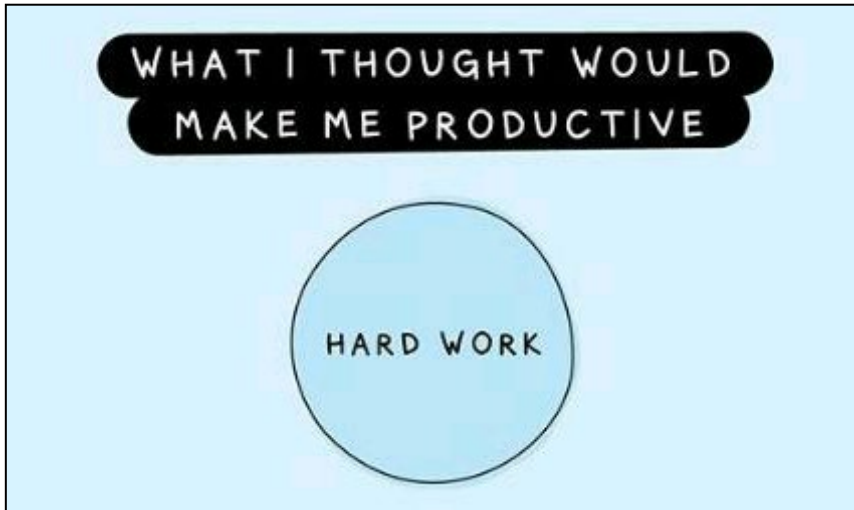
Officevibe: “We currently use ... Officevibe and its very simple and very useful for getting employee feedback. We use the free version [and] ... we have found that to date (been using over 12 months now) the free version suits us fine”.

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

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

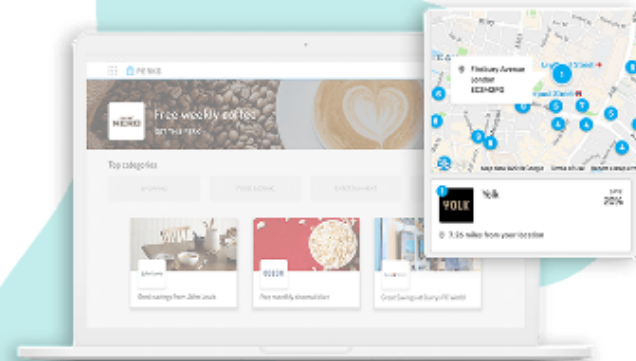
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Companies who look after their employees see greater success. Our perks are specifically chosen to support your employees' physical, financial and mental wellbeing.

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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

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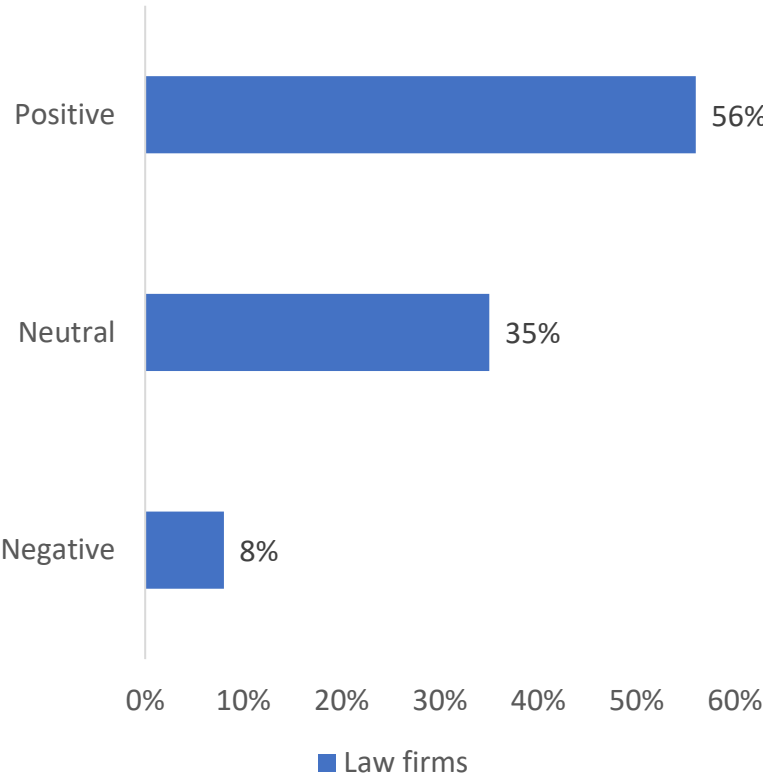
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Go to **Slido.com** (#21072) and let us know what impact WFH has had.

Compared to other Armstrong Watson Legal Sector Briefings

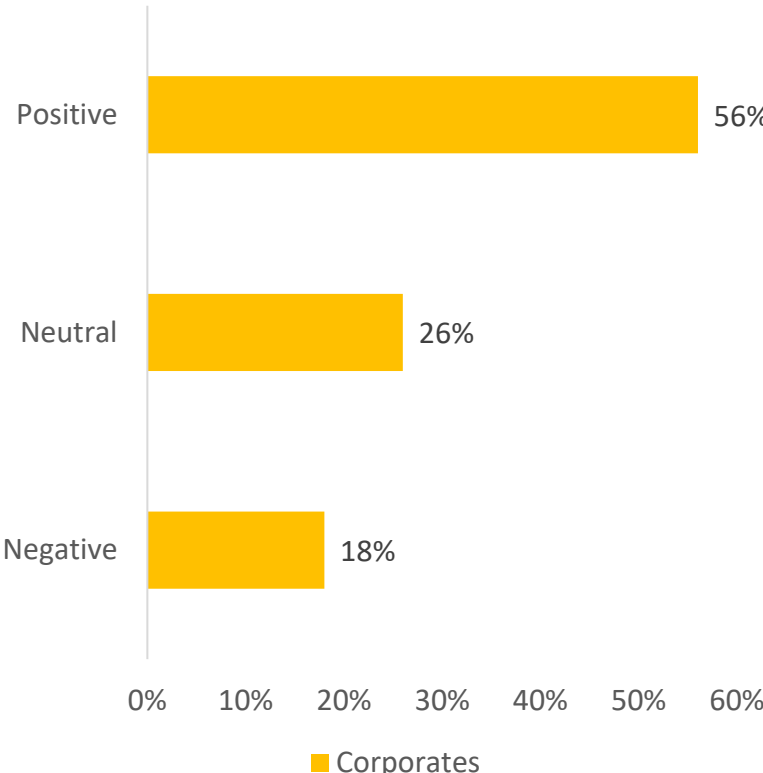
On balance therefore ... what impact has WFH had on your firm?

Law firms



WFH productivity compared with pre C19 levels

Corporates



Source: Armstrong Watson Legal Sector Breakfast Briefing attendees, 2021

Source: Managing change: What lies behind G&A spend transformation, McKinsey, December 2021



Summary



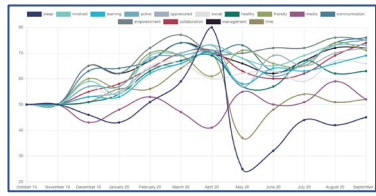
vs



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

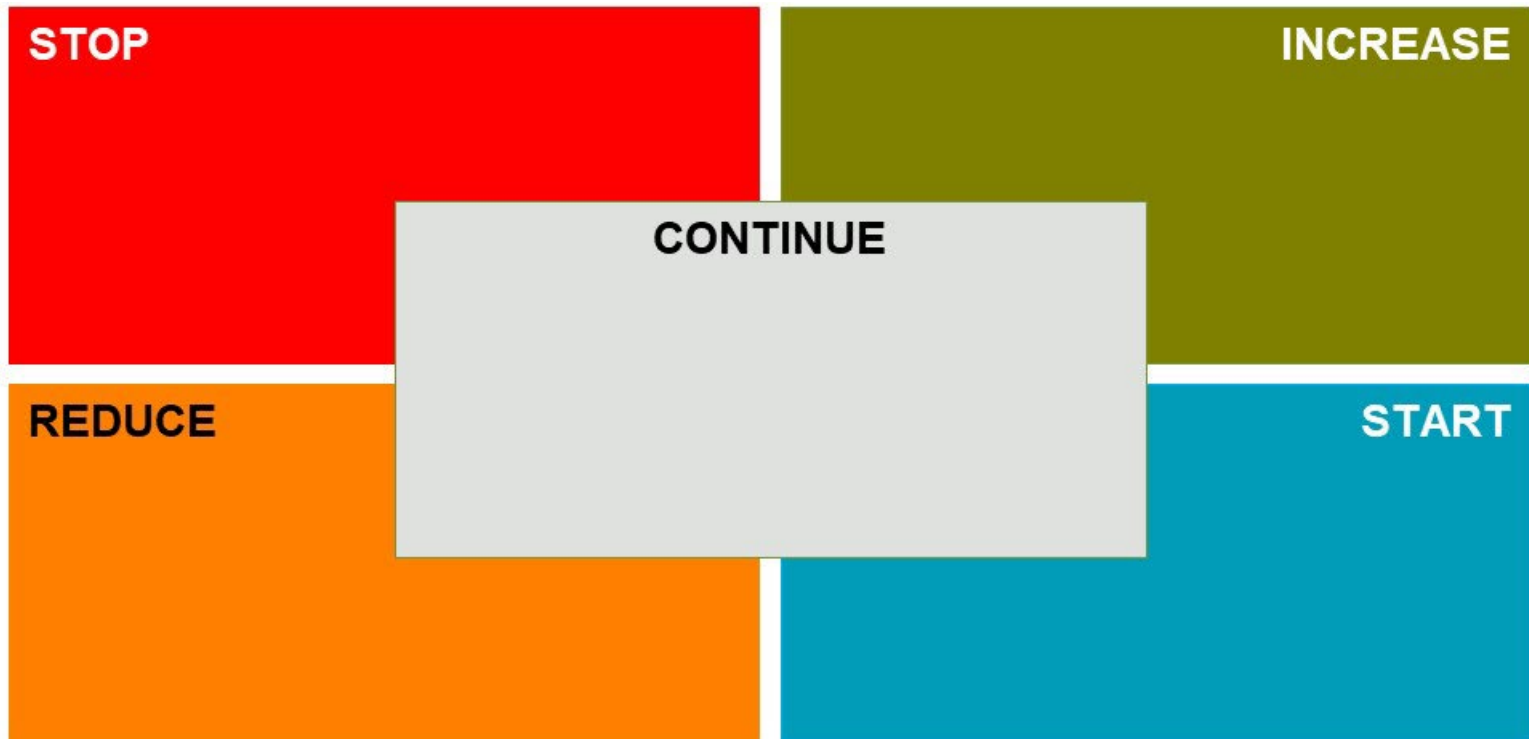
2 How can WFH enhance your talent acquisition and retention?

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



Food for thought ...

What do you need to do to benefit from WFH?



Legal Sector Breakfast Briefing

Questions and Conclusion

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