



Cultivating Leadership I:
Honing your
Leadership Skills

Canadian Bar Association
Annual Conference

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From the Conference Program

“Law firms are on the look-out for potential leaders among their junior lawyers, not only to identify future firm, client and practice group management, but as a core competency for a successful practice. Do you see yourself as a leader? How can you identify and develop these qualities in yourself?”

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Road Map for the next 90 Minutes

Setting the Stage

Your assumptions about Leadership

Leadership Defined

Skills for Tomorrow

Honing your Leadership Style

Leadership Challenges

Firm of the Future

Reflection & Dialogue

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Setting the Stage - Trends

- In-sourcing vs. Outsourcing
- Unbundling
- Globalization – breaking down of borders and jurisdictions
- Information – standardized, available & free
- Clients want better value from law firms
- Clients want expertise
- Role of the partner
- Enhanced role of other professionals in law firms
- Streamline business processes
- Technology & Internet-based deliver of legal service
- Differentiation between information, process, advocacy and advisory
- People (Gen Y, retirement, work/life balance demands)

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Setting the Stage - Uncertainties

- What will be the impact of UK Legal Services Act in Canada, US and elsewhere?
- How will technology impact current practices?
- How can the profitability model adjust to new realities?
- How will non-lawyer competitors impact the competitive marketplace?
- What changes will happen in the regulatory environment?
- How will young lawyers reach expert status without sufficient work experience to get them there?
- How will firms train young lawyers when clients won't pay rates for 1-2 year lawyers?
- Which litigation model will prevail globally?

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Setting the Stage

Why is leadership so important now?

- Pace of change
- Pressure on profitability
- Pressure on the law firm business model
- Uncertainty

Environment

Economy

Evolution of the business of law

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Setting the Stage: Unique Nature of Lawyers

Disposition & Training

- Intelligent
- Achievers
- Autonomous
- Short term
- Oriented towards closure
- Trust Precedent
- Conceptual
- Curious
- Perfection
- Overloaded
- Producer / Manager



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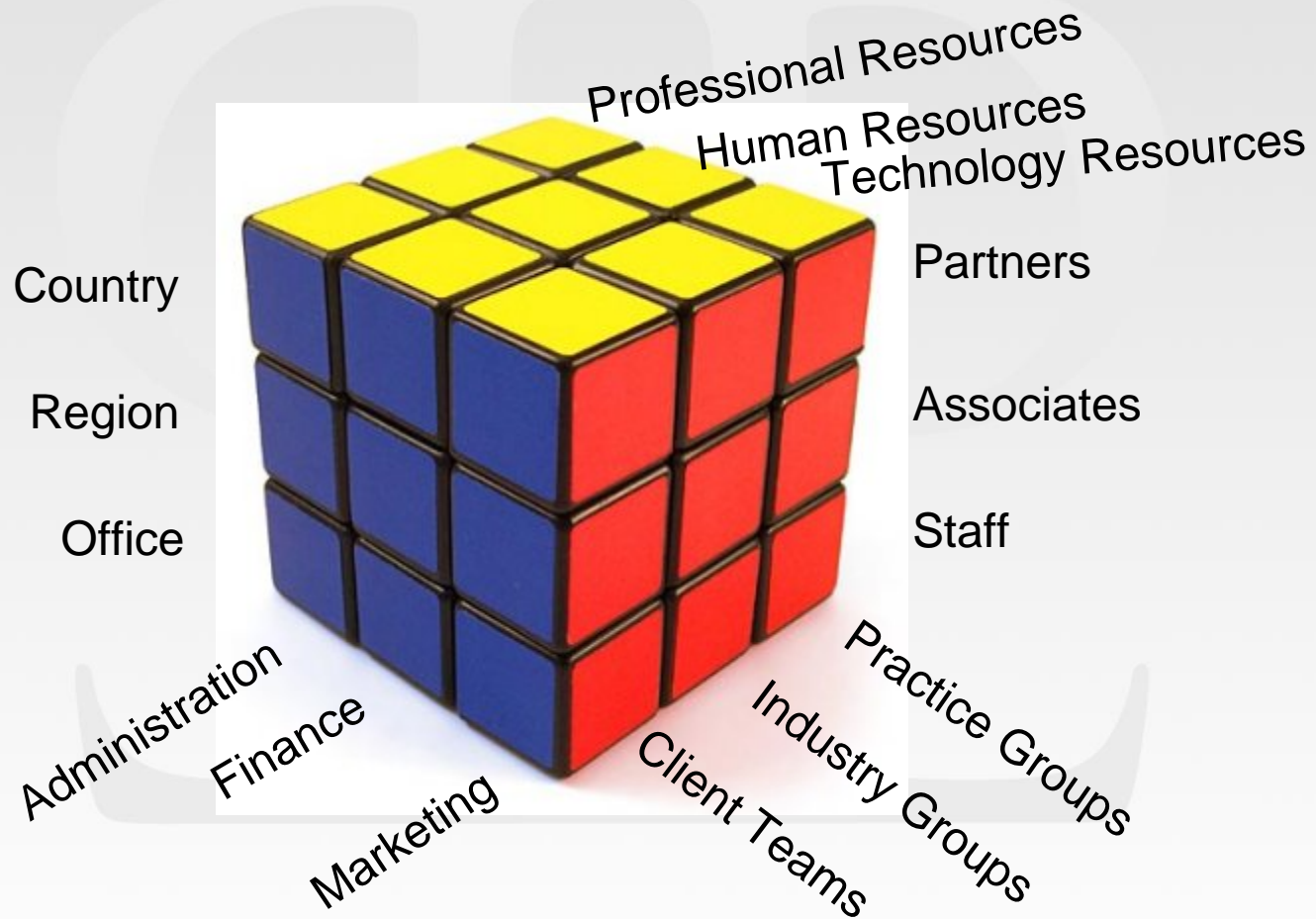
Setting the Stage – Leadership & Management

	Leadership is about.. coping with Change	Management is about.. coping with Complexity
What we are setting out to do?	Establishing Direction Developing vision and strategies to achieve that vision; setting high but reasonable standards	Planning & Budgeting: Establishing detailed steps & timetables & allocating resources
How do we deliver results?	Aligning People Communicating direction to influence creation of teams & coalitions who understand vision & strategy	Organizing & Staffing Establishing structure to achieve plan. Delegating authority, providing policies/processes
How do we make it happen?	Motivating, Mentoring, Inspiring Energizing people to develop & overcome barriers to change;	Controlling & Problem Solving Monitoring, organizing
What are the outcomes?	Producing Change Often to dramatic degree – new services, new approaches	Producing Predictability & Order Consistently achieves budgets/targets

Source: Kotter, John, "What Leaders Really Do" Harvard Business Review, December 2001

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Setting the Stage: Competing Forces



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Your Assumptions about Leadership



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Leadership defined

- The word **leadership** can refer to:
- The traits, behavior, influence, interaction patterns, role relationships and occupation of an administrative position.
- Articulating visions embodying values and creating environment for the things that can be accomplished.
- Those entities that perform one or more acts of leading.
- The ability to affect human behavior so as to accomplish a mission.
- Influencing a group of people to move towards its goal setting or goal achievement.
- Source: Wikipedia

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Tom Peters in 3 minutes and 53 seconds



Excellence in Customer Service. Trust.

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What skills do Leaders need?

- Leading Client Relationships & Engagements
- Leading the Firm

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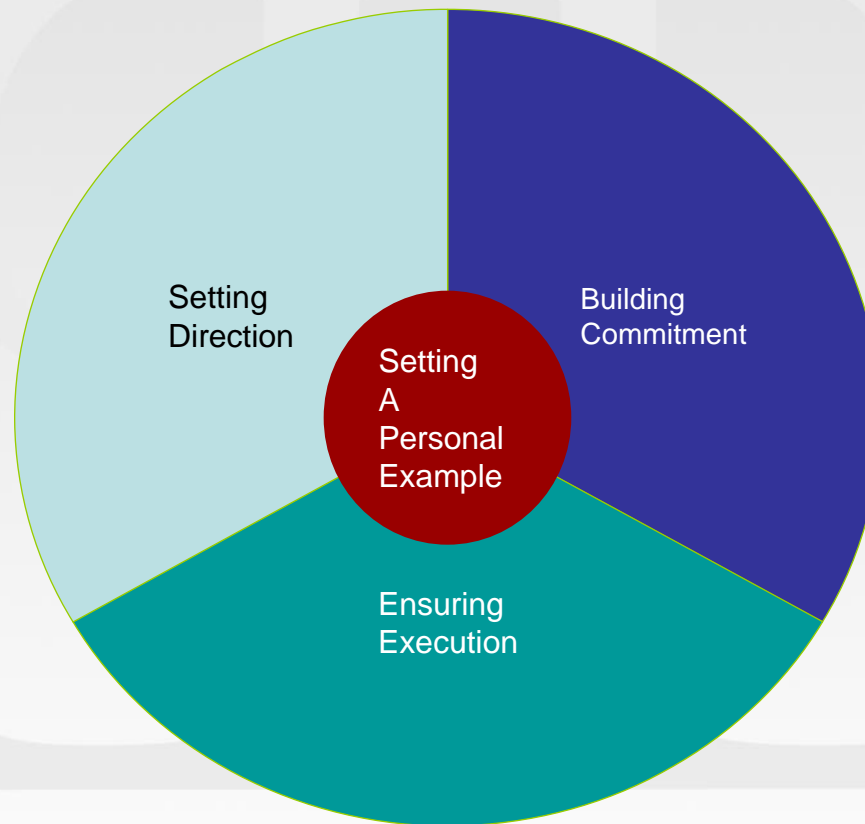
Leadership Skills



- Gaining Commitment
- Dealing with Different Personalities
- Dealing with Avoidance and Holding People Accountable
- Managing Conflict and Building Consensus
- Coaching
- Taking Action
- Creating Change

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Skills in Action



Source: Thomas J. Delong

When Professionals Have to Lead

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Leadership Styles

Coercive/Commanding

“Do as I say”

Authoritative/Visionary

“Come with me”

Pace Setting

“Do as I do”

Democratic

“What do you think”

Coaching

“Try this”

Affiliative

“People come first”

Source: Leadership that Gets Results, HBR March 2000, Daniel Goleman

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Leadership Styles – Push “Coercive or Commanding”

- The burning platform
- Fear
- Force
- Efficiency
- Short to medium term
- Direction and control
- Low Morale
- High Anxiety



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Leadership Styles – Pull “Authoritative, Visionary” & “Coaching”

- Engages the imagination
- Empowerment
- Pride
- Long term orientation
- A coaching culture
- Integrated, effective
- Relationships
- Democratic
- Team oriented
- Professional Challenge



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Leadership Styles – Pummel “Commanding & Pace Setting”

- Martial Law
- Control, the reign of terror
- Short Term
- Bureaucratic
- Small carrot, **big stick**
- Lack of Security
- Negative Stimulation



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Leadership Styles – Pamper - “Affiliative”

- Short term
- Culture of entitlement and proprietorship
- Illusion of security
- Lack’s accountability
- Empowerment gone to far
- Slack quality control
- Lack’s measurement and/or evaluation
- Chaos, anarchy
- Low Morale



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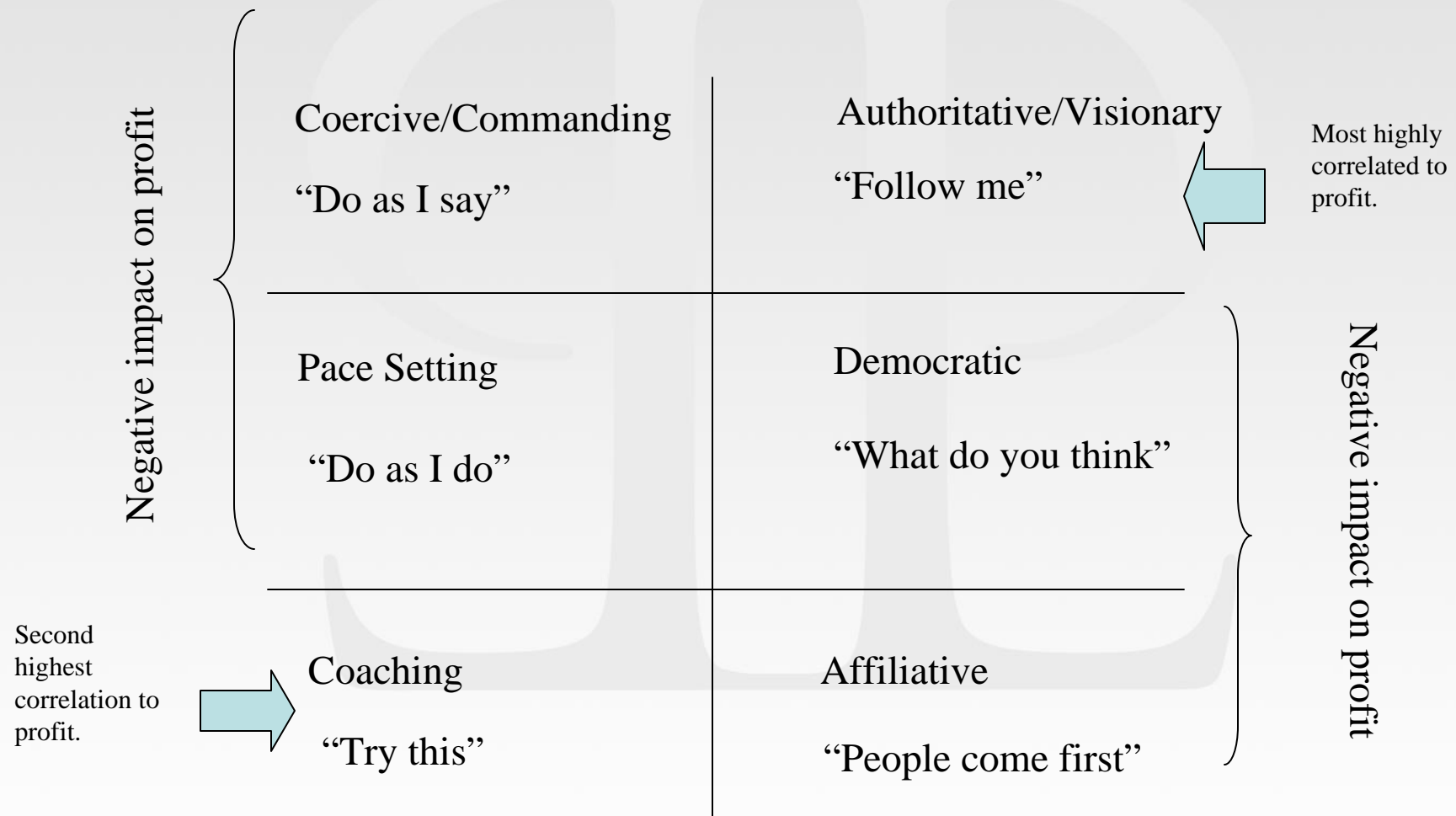
Looking in the Mirror

- In pairs....10 minutes each
- Identified your preferred styles.
- What are the implications of your style?
 1. One-on-one relationships.
 2. Working in groups.
 3. Leadership within the firm.

What are you going to work to improve?

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Leadership Styles



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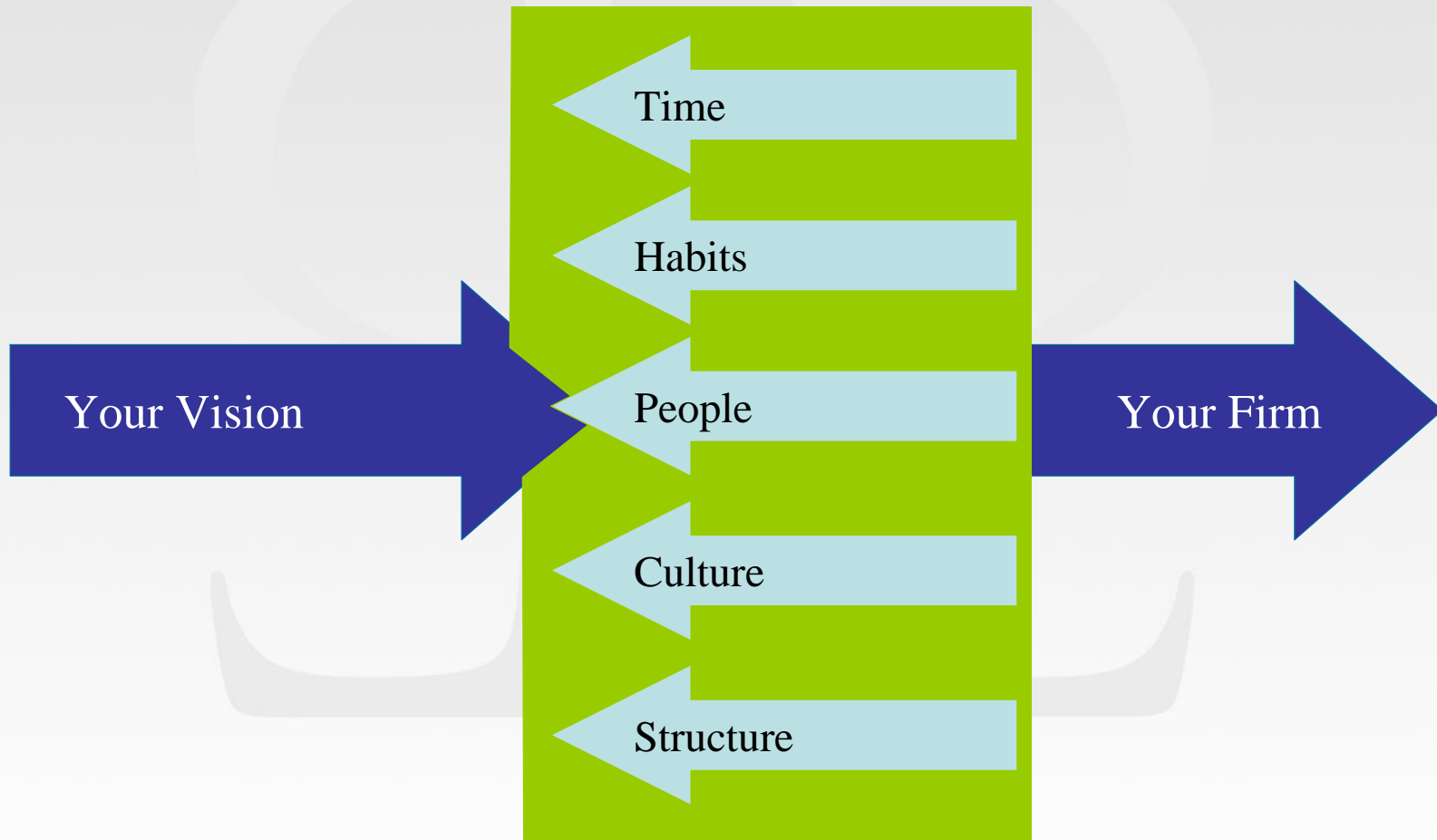
Leadership Challenges

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Reflection & Dialogue

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Leadership Challenges



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Recognize Dysfunction



Source: *Five Dysfunctions of a Team*
By Patrick Lencioni

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Leadership Achievement: High Achieving Teams

Are more creative and productive when they have high levels of

- Participation
- Cooperation
- Collaboration

Three basic conditions are required to achieve high performance

- Mutual trust among members
- Sense of group identity (unique and worthwhile)
- Sense of group efficacy (more effective together than apart)

Source: Building the Emotional Intelligence of Groups HBR, by Vanessa Urch Druskat and Steven B. Wolf

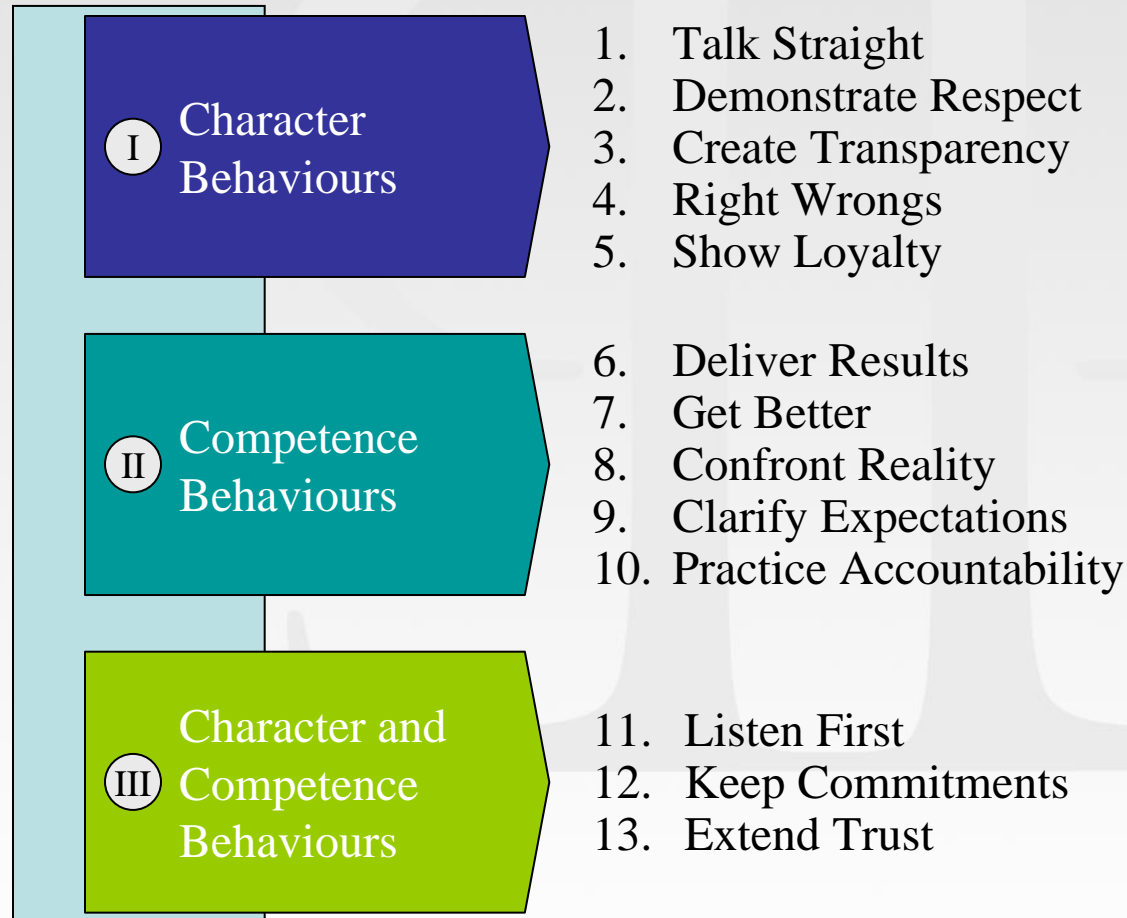
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Set a Personal Example

- What is trust?
- At your tables come up with 10 words that come to mind in answer to this question.

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Behaviours of High Trust Leaders



Source: *The Speed of Trust*, Stephen M.R. Covey

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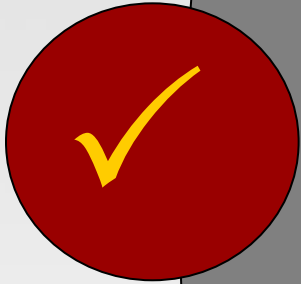
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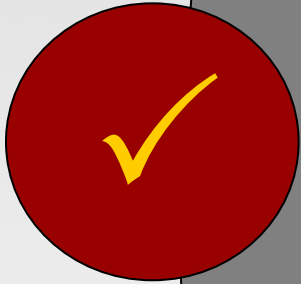
Firm of the Future



- Will need stronger Leadership
- Greater leverage – fewer equity partners
- More flexibility – talent demands it
- More diversity – clients demand it
- Breaking Glass ceilings – between partners & associates and between professionals & management
- Better Planning - for the firm, for the practice group, for the individual
- Experimentation – with new models of distributing and doing work
- Change – of mindset, of structure and of compensation
- Outside investors

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Firm of the Future



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Leadership in the Future

“The Leader of the past
knew how to tell...

The Leader of the
future will know how
to ask.”



Peter Drucker

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