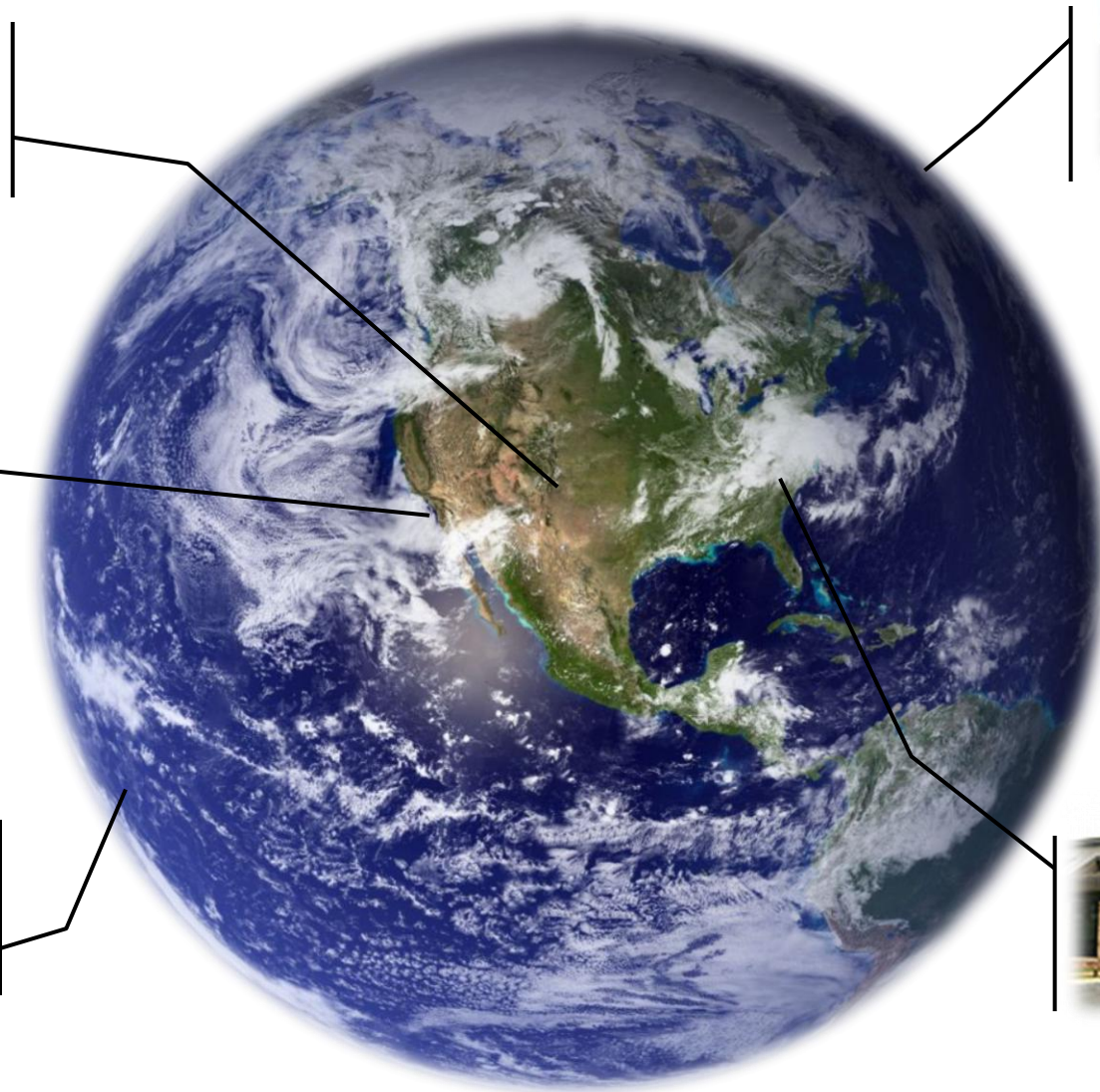


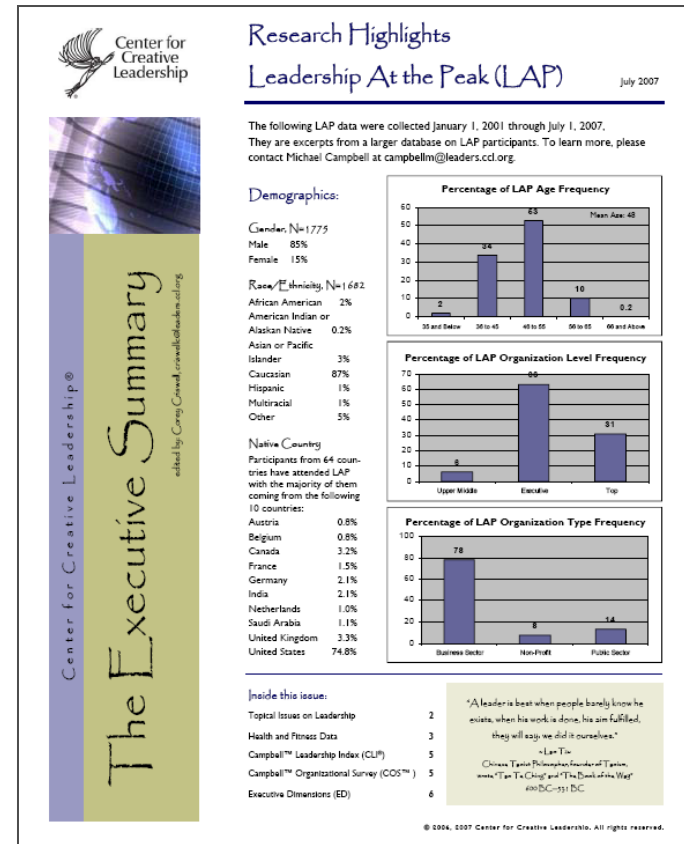
2010 NALP
ANNUAL EDUCATION CONFERENCE

*LEADERSHIP AS AN
ESSENTIAL LAWYERING
SKILL*



Important Lessons From 35 Years of Research

- People can learn, grow, and change.
- Self-awareness is the cornerstone of development.
- Creating a plan for your development greatly increases your odds for success.



CCL Basic Leadership Sequence

Leading self



Leading a practice group/ committee or
team



Leading the firm

Change & Complexity



Why does the world suddenly
feel more **complex**?

Is your world getting more or less
complex?

***THE WORLD HAS COMPLETELY
CHANGED...
THE WORLD CONTINUES TO CHANGE.***

MANAGING PARTNER, MIDSIZE FIRM (APRIL, 2010)

Global Leadership Competencies (New Research)

7

Transactional competencies are
critical for survival

- **Delivering** business results
- **Executing** the vision
- **Making** quick and correct decisions

Global Leadership Competencies (New Research)

8

Transformational Competencies are
keys for future viability and success

- **Accelerating** Innovation
- **Leading** Change
- **Orchestrating** Talent Sustainability

What are lawyers telling us?

The Changing Nature of Leadership in Law Firms

By Roland B. Smith and Paul Bennett Marrow



At its most fundamental level, leadership is about producing change, while management focuses on creating processes to produce predictable results. This article explores the practice of leadership in law firms today and discusses what will be necessary for law firms to succeed and thrive in the future. It draws heavily on early research from research that spans hundreds of attorneys in large, global and mid-sized U.S. firms, conducted by the Center for Creative Leadership (CCL).¹ These initial findings provide a foundation for a deeper discussion about what constitutes effective leadership. Subsequent articles will feature a case study involving a large global law firm, a discussion of practical and tactical strategies and actions, and a summary of our final research findings.

Need for a New Practice Model

Today's law firms operate in a climate increasingly characterized by complexity, economic turbulence, growing and varied competition, and accelerated change on every front. In short, the landscape is changing in new and radically different ways. Simply ensuring high levels of tech-

nical and professional expertise is no longer sufficient. Attorneys must adopt new and enhanced leadership skills as well. The well-worn, familiar, tried-and-true methods and lessons of the past are, and will be, inadequate.

Additional factors are also in play: the expectations of incoming junior associates and even seasoned rainmakers and specialists are shifting rapidly in a highly competitive talent market; clients are demanding a new quality of advice and counsel and are pressuring attorneys to compose for fees.

The traditional practice model is under pressure. This model is based on the following assumptions: partnership means lifelong stability; an associate, often from an elite school, who proves to be a star, will move up to

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The Struggles of Lawyer-Leaders and What They Need to Know

By Roland B. Smith

Today, lawyer-leaders must be as agile as whitewater guides in treacherous rapids. The current global economic downturn has created enormous uncertainty. While certain firms and practice areas have directly benefited from the downturn, most need to think more strategically and swiftly in determining how best to navigate the rapids of change. Lawyer-leaders are discovering that being in practice today is like being in a state of perpetual whitewater.

Law firm leadership differs from practice management. Leadership is about producing change, while management focuses on producing predictability over processes. As part of a series on the changing nature of leadership in law firms, this article explores the leadership of law firms today and the skills necessary to succeed, thrive and soldier forward during uncertain conditions. It draws from ongoing research by the Center for Creative Leadership (CCL), involving hundreds of attorneys in both global firms and mid-sized U.S. firms.¹ It also draws from a survey of more than 100 senior or managing part-

ners who participated in a leadership training program designed for senior executives.² This article will look at the issues the partners identified, along with insights derived from a recent New York Bar Association seminar entitled "Leadership Skills for Lawyers."³

Revisiting the Challenges and Lawyer-Leader Concerns

In recent years, law firms have faced a range of challenges – including industry consolidation, increased client demands, competition for talent and the emergence of nontraditional competitors.

The current global economic crisis is intensifying many of these competitive pressures. As a result, industry consolidation is expected to continue and possibly to accelerate. In some cases, consolidation is occurring out of opportunity; in others, it is out of necessity. Some firms have even dissolved under the weight of the pressure.

As the crisis deepens, clients are becoming more selective about using legal services. At the same time, they

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Leading Change

- How receptive are attorneys (in general) to change?
- In general, are attorneys risk takers or are they more risk averse?
- Are attorneys, in general, easy to influence or harder to convince?
- In general, are attorneys “high trust” or “low trust” individuals?

What impact do these answers have on law firms and lawyer influenced cultures?

What critical competencies are needed?

Playground?



“Complexity and
uncertainty should be a
lawyer’s playground”

Managing Partner, Mid Size Firm

Partner Behavior

What behaviors did the partners **start or **do more** of that were critical to successfully navigating this challenge?**

- | | |
|--|-----|
| ☐ Results Orientation | 25% |
| ☐ Strategic Planning | 22% |
| ☐ Communicating Effectively | 18% |

Partner Behavior

What behaviors did the partners **stop or **do less** of that were critical to successfully navigating this challenge?**

- ☐ Inaction 15%
- ☐ Spending money 13%
- ☐ Ineffective working relationships 9%

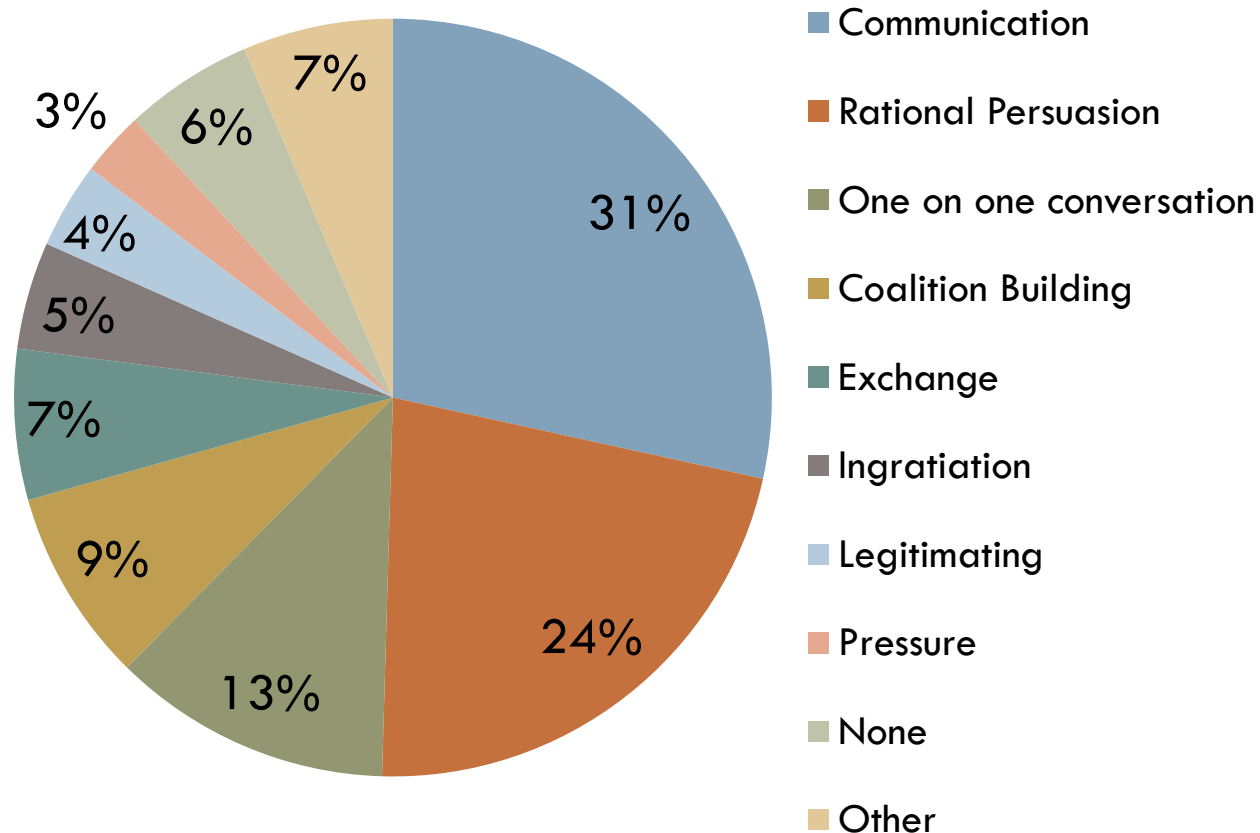
Table Discussion

Transformation Discussion

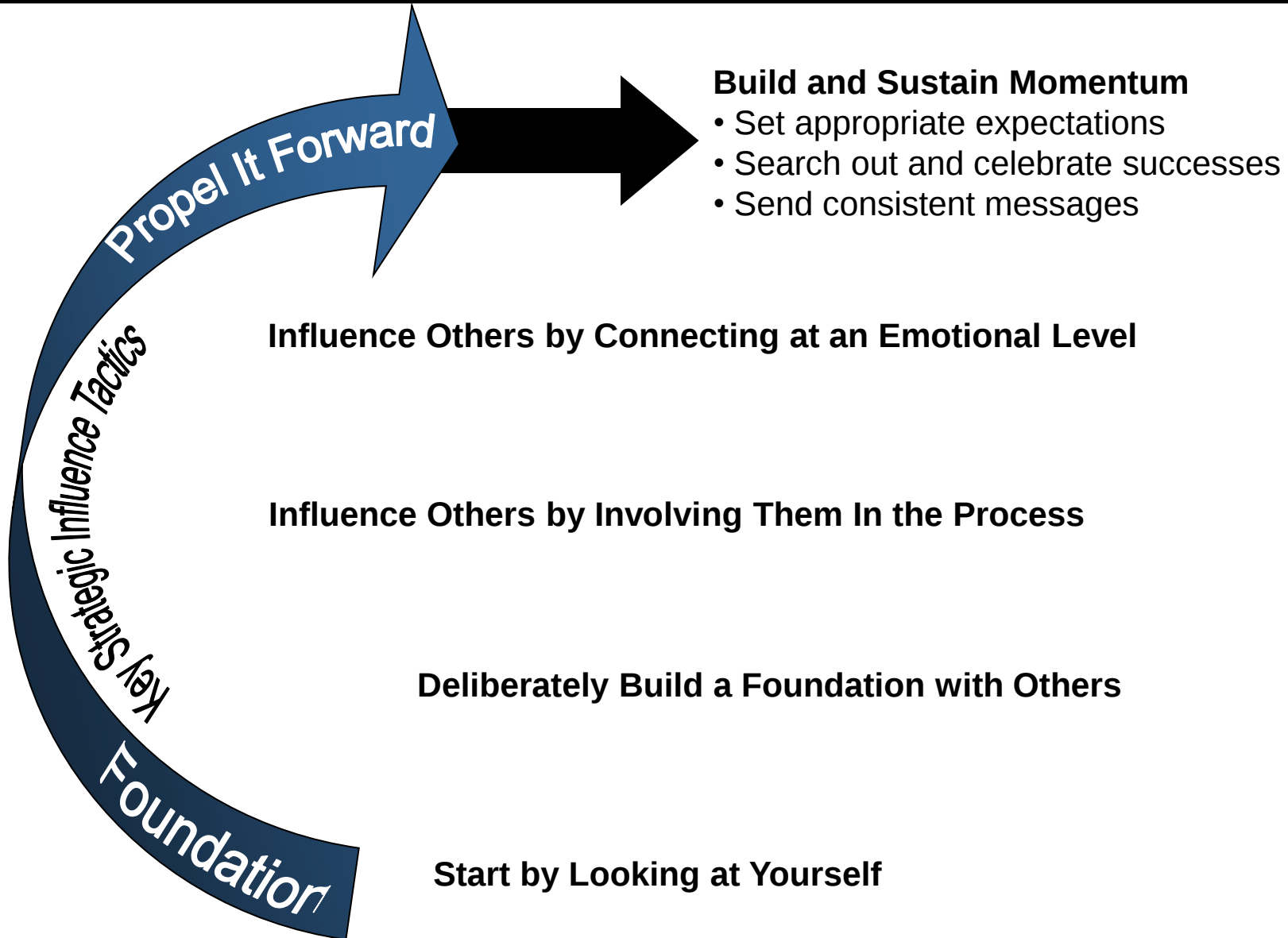
What are the “best” influence tactics to achieve and accelerate Firm success?

Influence

What is the best method or technique for influencing the partners in your firm?



Gravitas: Components of Strategic Influence



Leadership and Influence

- What influence tactics do I use at work?
- What influence tactics do I use in my role at the Firm?
- How well do I influence others?
- How can I improve my ability to influence?
- What differences exist between myself and each person within my network?
- What are the underlying forces that have created those differences?
- What sources of influence do I have relative to those on whom I am dependent? What are the currencies of exchange I can use?
- What are my relationships with them like?
- Do I share mutual trust and credibility?
- What will I do to improve?

Influence

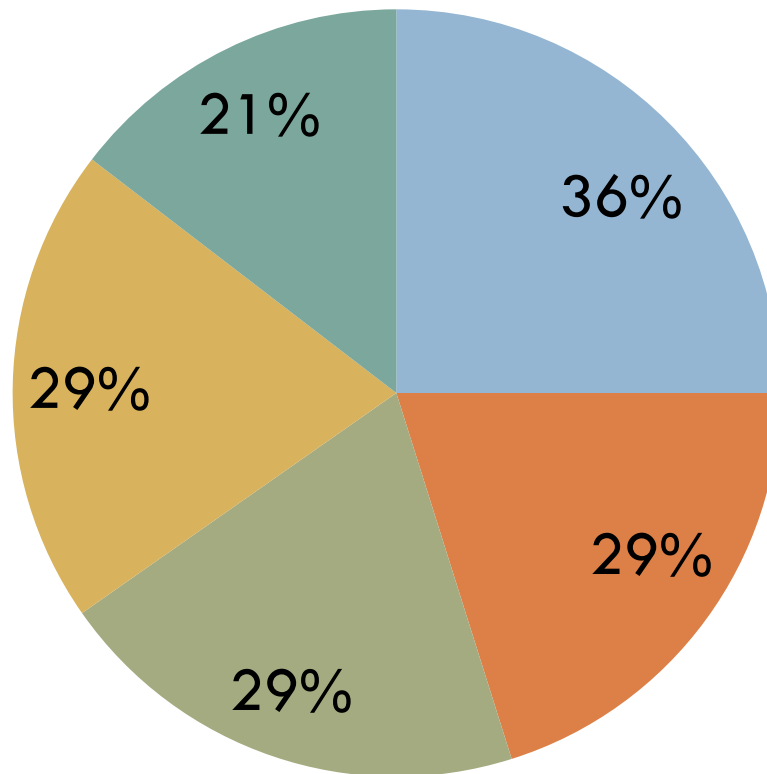


When you positively influence other people,
you engage in the act of leadership

Problem Solving/Solution Discussion

□ “What keeps
you up at night?”

What keeps you up at night?



■ Critical Talent Identification, Development & Succession

■ Learning & Development

■ Performance Management

■ Change & Complexity

■ Other Talent Issues



1 Thing...

Identify “1 Thing” that you could do to increase your ability to increase your influence...

Remember --- Influence



When you positively influence other people,
you engage in the act of leadership

What will be your Leadership Legacy

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