

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION

CHICAGO

Unlocking the Lawyer Code To Enhance Leadership At Your Firm

Natalie Loeb, M.S., Founder & Lead Coach

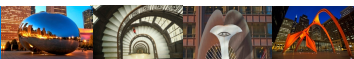
Larry Richard, J.D., Ph.D., Founder & Principal Consultant

April 22, 2015 • Chicago

LOEB Consulting Group, LLC

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Natalie Loeb is the founder of Loeb Consulting Group. As a business leader and leadership coach she studies, practices and teaches leadership to lawyers in leadership roles.

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Larry Richard is the principal consultant for Lawyer Brain. He is a recognized as the expert on lawyer personality. Larry has advised the majority of AmLaw 200 law firms on leadership.



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Change

- Change
- Leadership & Change



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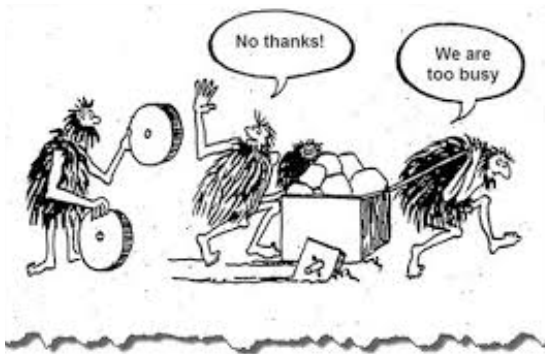
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Why Leadership? Why Now?

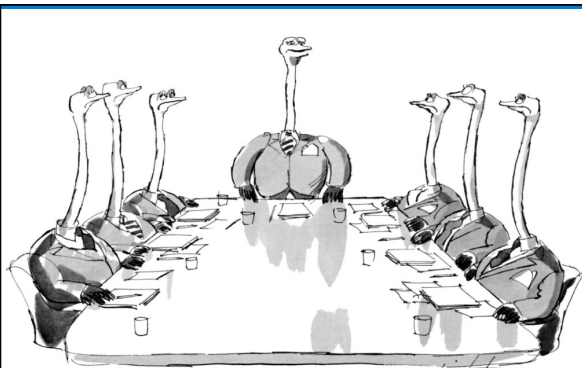


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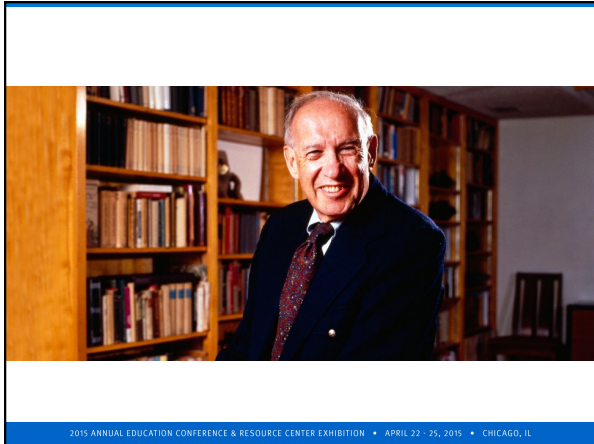


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"The motion has been made and seconded that we stick our heads in the sand."

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Peter Drucker

“Only three things happen naturally in organizations: friction, confusion, and underperformance.

Everything else requires leadership.”

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10 Traits of a Drucker Like Leader

1. Make sure your own objectives and your team's objectives are in alignment with the company's overall mission
2. Maintain a clear list of priorities
3. Carefully track where your own time goes and never waste others' time
4. Favor the future over the past and focus on opportunities, not problems
5. Staff and promote by, first, gaining clarity around "What are we trying to do?" and then matching people's strengths with those key activities.
6. Invite dissent and be confident that important decisions "should be controversial
7. Remember that every decision you make is "like surgery. It is an intervention into a system and therefore carries with it the risk of shock."
8. Don't blame others when things go wrong.
9. Understand that the critical question is not, "How can I achieve?" but "What can I contribute?"
10. An executive leads by example."

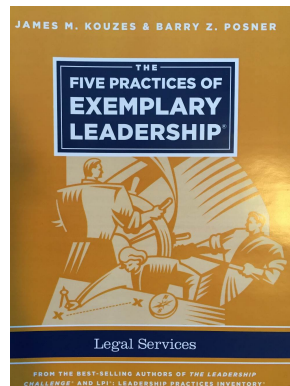
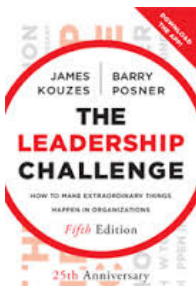
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Hand Clap Activity



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Five Practices of Exemplary Leadership*

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart

* Kouzes & Posner, The Leadership Challenge, 2015, Wiley Publishing

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Lawyer

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Leader

- It Takes Some Understanding
- It Takes Skilled Influencing and Credibility

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Objective

↓

Gain insight into the lawyer personality as a way to think about how to enhance leadership at your firm



→ Leading →



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Activity

Think about the lawyers you've worked with and supported over your career...



6

Characteristics that most differentiate lawyers from others

✓

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De-Brief



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Lawyer Personality



Lawyers have a unique set of personality traits that differentiate them from most other professionals

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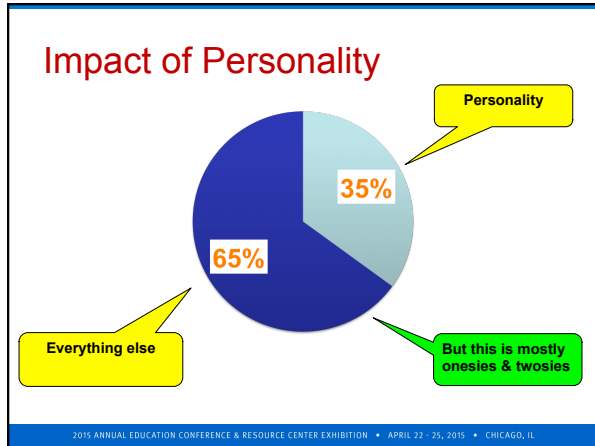
Personality Matters...

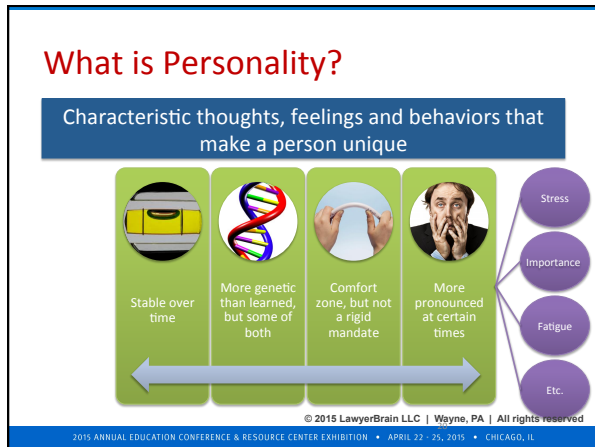
In understanding

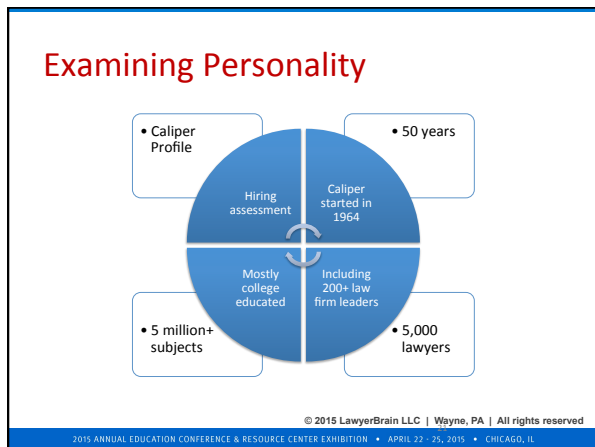


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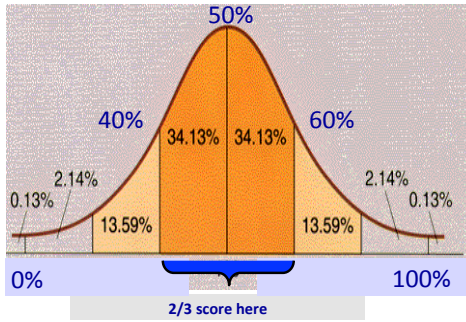
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The Percentile Curve



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Research Highlights

Dates back to 1990's

Over 5,000 lawyers tested

Most are partners in the U.S.

Some are in Europe and Asia

Used to assist law firms globally

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Lawyers:

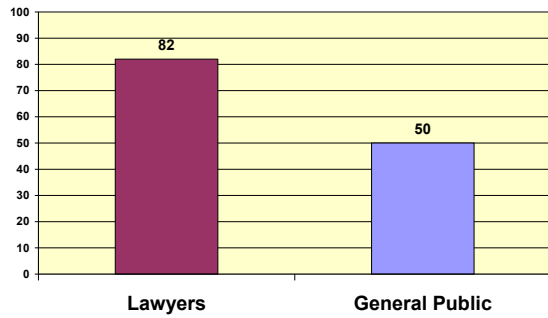
Outliers on 6 of the 18 traits!



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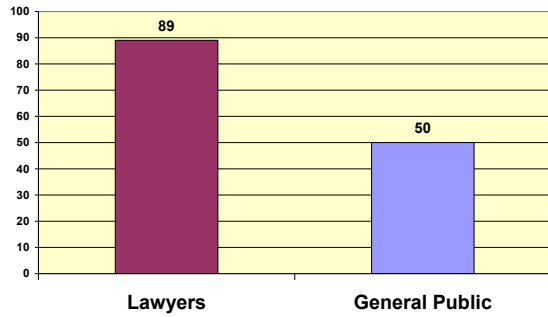
Abstract Reasoning



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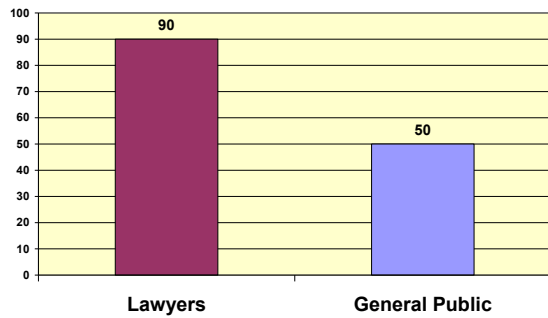
Autonomy



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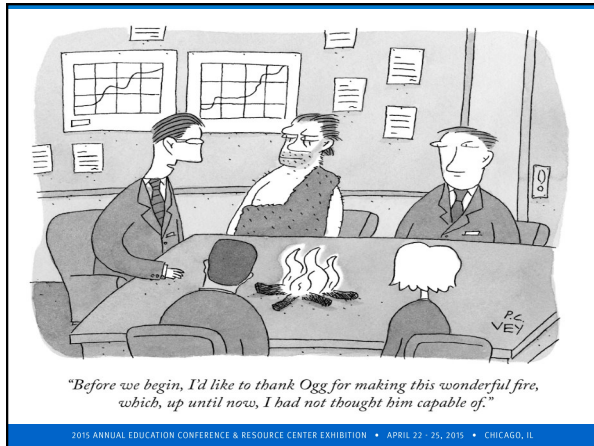
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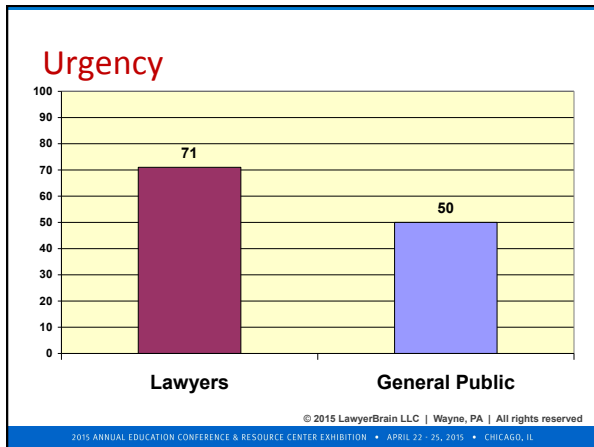
Skepticism

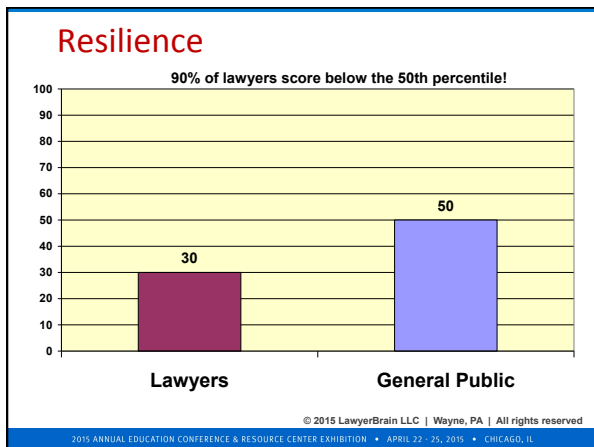


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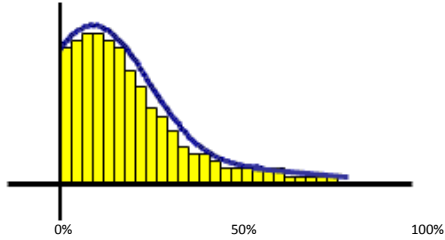
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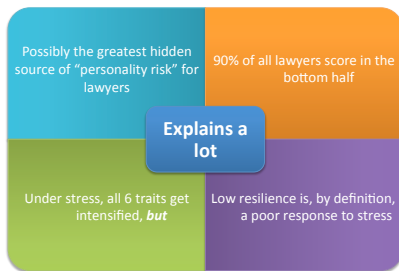
How Resilience is Distributed: Skewed Distribution



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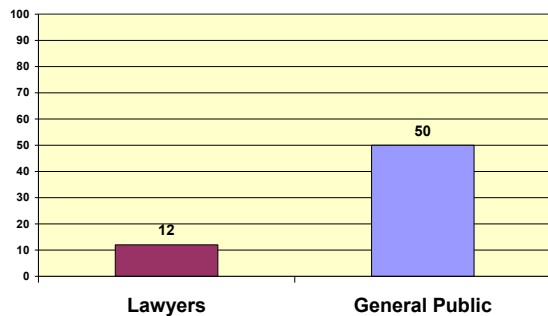
Low Resilience: A Special Case



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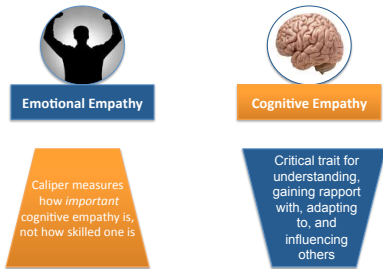
Sociability



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Empathy: Another Special Case



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Caliper Traits

- Abstract Reasoning
- Accommodation
- Aggressiveness
- Assertiveness
- Cautiousness
- Ego Drive
- Empathy
- External Structure (Autonomy)
- Flexibility
- Gregariousness
- Idea Orientation
- Risk Taking
- Self-Structure
- Skepticism
- Sociability
- Resilience
- Thoroughness
- Urgency

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Next Steps

- Read the articles
- With the understanding of “Lawyer Personality” and the Five Exemplary Practices of Leadership, re-visit your leadership development initiatives at your firm.
 - What’s working?
 - What needs more traction?
- How might considering “lawyer personality” help you craft a more impactful leadership development program?
- Where can you “test” inserting one or more of the Five Practices of Leadership?

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