

# **Current Management Trends: Do They Fit in Legal?**

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# **Global Corporate Trends Shaping the Legal Profession**

## **Macro-economic trends:**

- **shifting centers of economic activity**

## **Business trends:**

- **new global industry structures**
- **new economics of knowledge**

## **Social trends:**

- **war for talent**

# **Key Questions These Trends Raise for Law Firm Managers**

## **Shifting Economics:**

- **How are you measuring your clients' changing needs in response to the global economy?**
- **How are you helping your attorneys to think globally?**

# **Key Questions These Trends Raise for Law Firm Managers**

## **Industry Structure:**

- **Given the divide between large global firms and small specialized firms, how do you decide who to be?**
- **Are you developing leaders to manage effectively bigger, more complex firm structures?**

# **Key Questions These Trends Raise for Law Firm Managers**

## **Knowledge:**

- **Can any legal knowledge remain proprietary for long?**
- **How can your firm benefit from disaggregation of legal knowledge?**

# **Key Questions These Trends Raise for Law Firm Managers**

## **Talent wars:**

- **Is compensation enough to retain the people you want?**

**Law is a People Business.**

**Let's Examine What the Business  
World is Now Looking at as Critical  
to H.R. Strategy.**

# Law is a People Business.

**Rate Your Company/Firm: 0=low to 4=high  
(Maximum score 52 pts.)**

- Employment security
- Selectivity in recruiting
- High wages
- Incentive pay
- Employee ownership
- Information sharing
- Self-managing teams
- Participation & empowerment
- Training and skill development
- Cross-utilization & cross-training
- Egalitarianism
- Pay-for-performance
- Promotion from within

# **Law is a People Business.**

## **Questions for Managers:**

- **What are the highest ratings and why is your firm high in these areas?**
- **What are the lowest ratings and why?**
- **What are the three most critical human factors that your organization must work on?**
- **How can you contribute to them to make a difference and improve operations and climate in your organization?**

# **Business Leadership Objectives**

**What Targets do Strong Leaders  
in Business Focus on that  
Should Serve as Models for You...  
the Technology Executive  
in Your Law Firm?**

# Business Leadership Objectives

**-the plan, the mission, the strategy-**

**Define your department's mission, its strategic plan and directions, and INFORM and GET BUY IN from senior management and the partnership.**

# Business Leadership Objectives

## **-constructive candor-**

**Create the environment in which people are valued, in which they are encouraged to develop their full potential and are treated as equals.**

# Business Leadership Objectives

## **-culture of creativity-**

**Encourage continuous learning, rather than rote behavior. Also encourage innovation, experimentation and taking of risks.**

# Business Leadership Objectives

## **-understand the new work force-**

**Identify and respond to changes in the composition, habits, and values of your staff.**

# Business Leadership Objectives

## **-be proactive-**

**Often have to deal with situations fraught with ambiguity or uncertainty. May have to figure out multiple best responses.**

# **Key Challenges Law Firms Face on the Technology Front**

## **Application of these Business Leadership Objectives in:**

- **Moving automation from the back office to the front office to provide efficient delivery of legal services.**
- **Implementing strategic projects in face of changes in new technology offerings and budget considerations.**
- **Building and integrating cohesive teams in professional services environments.**
- **Keeping pace with the strategic direction of the overall firm.**
- **Knowledge management.**

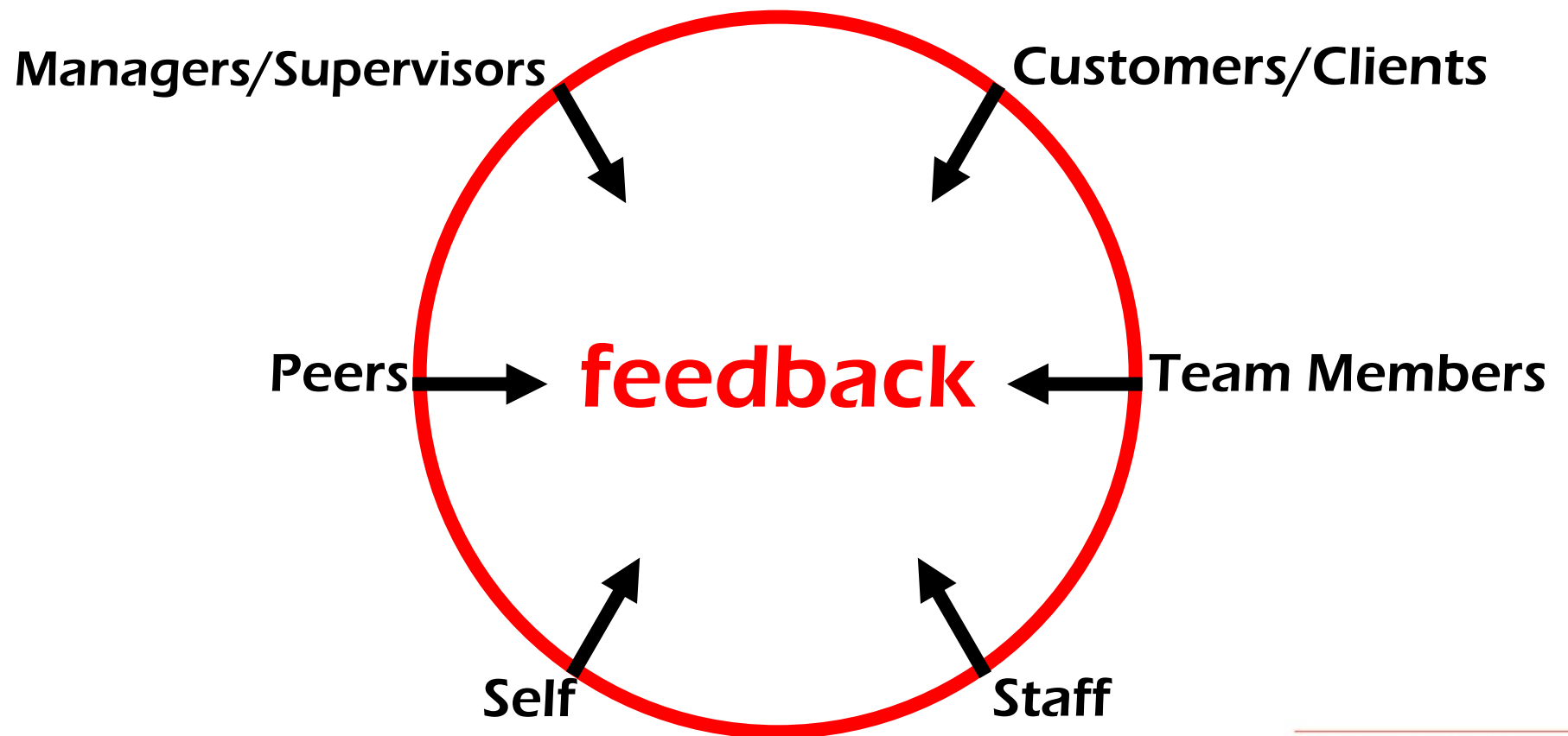
## **What Can We Learn from Professional Service Firms Who have Studied the Corporate World & are Already Doing This?**

- **Listening skills are paramount.**
- **Set expectations.**
- **Deal with partners as your clients.**
- **Accept environment where you are operating.**

# The Place of “In Vogue” Management Techniques in a Law Firm

- **360 degree review**
- **Balanced scorecard**
- **Change management**
- **Six sigma**

# 360 Degree Feedback



# Balanced Scorecard

<b>Vision and Strategy</b>				
<b><i>Focus</i></b>	<b><i>Objectives</i></b>	<b><i>Measures</i></b>	<b><i>Targets</i></b>	<b><i>Initiatives</i></b>
<b>Financial:</b> To succeed financially, how should we appear to our shareholders?				
<b>Customers:</b> To achieve our vision, how should we appear to our customers?				
<b>Internal Business Processes:</b> TO satisfy our shareholders and customers, what business processes must we excel at?				
<b>Learning and Growth:</b> TO achieve our vision, how will we sustain our ability to change and improve?				

# Performance Management

Self-Evaluation	
Positive Behaviors	
Areas needing Development	

Your Colleague	
Positive Behaviors	
Areas needing Development	

- The best performance feedback you have received. How and why was it helpful?
- The worst performance feedback you have received. How and why was it dysfunctional?
- The most difficult performance problem you have had to face among your subordinates. What was the issue and what did you do?
- The meaning of constructive feedback? What are some examples from the feedback you received?
- The meaning of destructive feedback? Any examples from today's exercise or another time?
- How You should prepare for evaluating employees. Do you know what to observe in advance? Are you clear about your performance expectations? Are you employees aware of your expectations?
- How you should prepare for a feedback session.