





LEARNING TO BECOME A LEADER


Who is driving the business?




SPEAKERS

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WHAT A LEADER HAS TO DO





THE DIVERSITY OF FIRMS

- Size
- Legal structure
- Jurisdiction
- Services and sectors
- Specialisms



CHANGES IN THE MARKET

Pre recession
Recession
Post recession

What do we need to do now?

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TRENDS AND INFLUENCES

- Demographics
- Regulation
- Squeeze on fees
- Finding the right people
- IT developments
- M&A or organic growth or both

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MADE OR BORN?

With the possible exception of major religious leaders, a good leader is made not born.


They know how to define their mission, convey it to their subordinates, and ensure they have the right tools and training to get the job done.

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SOME REKNOWNED LEADERS

- Alexander the Great
- Julius Caesar
- Thomas Jefferson
- Napoleon Bonaparte
- Winston Churchill
- Mahatma Ghandi
- Nelson Mandela



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WHO IS DRIVING THE BUSINESS?

Someone has to do it, it can't be done by committee!

- The partners are owners.....
- But the partners are also managers
- Which partner has a mandate to manage
- Is there demonstrable leadership




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THE FIRM'S MANAGEMENT?

- Managing Partner/CEO
- Finance
- Marketing/sales
- HR
- Divisions/departments

And someone must lead each of these.



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THOUGHTS ON LEADERSHIP

"The art of getting someone else to do something you want done because he wants to do it"

Dwight Eisenhower


"Good leadership consists of showing average people how to do the work of superior people"

John D Rockefeller

"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it."

Theodore Roosevelt


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KNOWING WHAT YOU WANT

- You cannot hold someone accountable unless there is a clear, unambiguous understanding of the role
- But – too many “leaders” are appointed with no detailed consideration of the requirements of the role


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MANAGING THE BUSINESS

- Are we a team? Are we a partnership? Or are we just a group of sole practitioners with a common telephone number?
- A team of individuals: that’s better!

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A TEAM OF INDIVIDUALS

“Individual commitment to a group effort, that is what makes a team work, a company work, a society work, a civilisation work”

Vince Lombardi

“Football isn’t necessarily won by the best players. It’s won by the team with the best attitude.”

George Allen

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THE TEAM

A group of people with a common purpose

- Purpose
- Empowerment
- Relationships and communication
- Flexibility
- Optimal performance
- Recognition and appreciation
- Morale

Kenneth Blanchard – "The One minute Manager builds high performing teams"

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YOUR TEAM

What do you need for the market you are in? Finders, minders, binders, grinders?

Who is leading or will lead the group?

Remember - you always get the management you deserve

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THE ROUTE TO LEADERSHIP

The key requirement:
Not the knowledge of what to do, but the ability to get others to do it, to participate willingly and enthusiastically.

What usually happens in a practice:
Promotion based on technical skills, business development ability or financial orientation. None of these is a qualification for effective management.





LEADERSHIP QUALITIES

- Enthusiasm
- Integrity
- Toughness
- Fairness
- Warmth
- Humility
- Confidence





MANAGING PARTNER QUALITIES

- Searches for opportunities
- Inspires a shared vision
- Enables others to act
- Sets an example
- Recognises individual contribution





WHAT IS ON THE SPEC?

- Leadership
- Forward planning
- Coaching
- Change management
- Practice organisation
- Culture and image

The lynchpin is drive, enthusiasm, commitment

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WHAT THIS MEANS

- Partner buy-in
- Taking people with you
- Raising performance levels

"The ability to coax extraordinary performances from ordinary people"
Sir John Harvey-Jones

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FORWARD PLANNING

- Where are we now?
- Where do we wish to be?
- What do our clients need (and how do we know)?
- What is our positioning/branding?

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CHANGE MANAGEMENT

Which category are you?

- Entrepreneurial
- Low cost
- Lifestyle
- Comfort zone

"Change before you have to"




COACHING: TAKE THE TEAM WITH YOU

- Rethink the partner role
- Set challenging goals
- Obtain regular feedback
- Create value, help clients succeed
- Judge leaders on group performance
- Stand out from the crowd!





PRACTICE ORGANISATION

- Operations
- Sales
- Support
- Roles and people
- Planning and scheduling
- Quantity control
- WIP progress
- Business development




6 PRINCIPLES

1. Provide a compelling vision and strategies
2. Constantly engage your partners
3. Focus on the partners who want to go with you
4. Take tough people decisions
5. Help partners be more effective leaders
6. Ask for help when you need it



DECISION MAKING

- Tell the team what the decision is
- Persuade the team to adopt it
- Allow discussion before implementation
- Allow the team to change part of it
- Make the decision based on their ideas
- Define certain limits and allow the team to make the decision
- Allow the team to make the decision without interference

MOTIVATED PEOPLE

- Sense of pride
- Attention to detail
- Walk the extra mile
- Responsibility for the work
- Ability to assess and evaluate the work

TRAINING AND PREPARING NEW LEADERS

“Carefully nurture the skills the firm needs going forward through a simple programme of development and mentoring”

What is the programme and how do we do it?

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NEW RECRUIT QUALITIES

- Energy
- Commitment
- Staying power
- Skill
- Single-mindedness
- Enjoyment
- Responsibility

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DIFFERENTIATION

The role of partner is a mind-set change, the difference between being a manager and a leader.

- **Manager** – works to a defined set of principles, procedures and resources.
- **Partner** – contributes ideas for the future growth and direction of the firm.

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DEVELOPING LEADERSHIP IN PRACTICE

- Stepping up
- Leading through challenging situations
- Working through others
- Shining through excellence
- Influencing the future

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RETHINK THE PARTNER ROLE

- Personality, cultural fit, technical ability
- Self-starter, team player, leader
- Motivates staff, meets targets
- Commercially aware
- Good marketing and networking skills
- Ability to win new work
- Handles regulatory change

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MANAGING PARTNER SUCCESSION

- What does the partnership deed say?
- How long is the MP role for (4 years, 5 years, renewable?)
- Expose partners to different aspects of management, give them experience
- Consult and move people around the firm

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EXPERIENCE NEEDED

Leadership and management requires social skills and control over personal ego.

How many partners know how :

- To prevent a prima donna from demotivating the rest of the team?
- To get partners to function like a team
- To suppress turf battles

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WHO GETS THE ROLE

Some case study examples to get you thinking!

- The £8m turnover firm
- The £2.5m turnover firm
- The £9m turnover family firm

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SUCCESSION AND STRUCTURE

- Finding new owners
- Risk aversion issues
- Implications of business structure
- Partnership, LLP, LLC, , Limited Company
- Focus for eventual successful sale (internal or external)

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AN ATTRACTIVE PROPOSITION

Whether two partners or twenty partners the principle is the same:

- Be attractive to potential acquirers
- Be attractive to partners who are leaving/retiring
- Be attractive to partners who are staying


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EMERGING LEADERSHIP ISSUES

- Turnover and profit trends
- Recruitment of new partners
- Business structures
- Acquisition or merger or internal expansion
- Opportunities and threats

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BRING IN AN OUTSIDER?

- Mergers and Acquisitions
- The opportunity exists BUT why are we doing it?
- Do we need similar cultures?
- Integration could be tricky
- Communication is the key!
- Leadership is essential

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FINAL CONSIDERATIONS

"You don't lead by hitting people over the head – that's assault, not leadership"

Dwight Eisenhower (1944)

"It is not about badges or rank, it's about persuading people to do things they don't necessarily want to do but afterwards realise is for their own good"

John Griffith-Jones, KPMG (2006)



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