





Soft Skills for Hard Results

Leadership in Law Firms

Rupprecht Graf von Pfeil

Munich, 23. October 2013

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Lawyers. To be led. A Contradictio In Adiecto.

Law firms are just normal firms. As every firm has a culture, every firm has a way of accepted leadership.

The way how a firm is led changes over time with the size of the partnership.

The environment gets more and more complex. Too complex for a single brain.

The leadership team of a firm needs to act as a true team.

Ego is the main impediment of leadership in law firms – and as such of growth and prosperity.

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What It Takes

Cohesive Top Team

Clarity

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A Cohesive Leadership Team?

A small group of people collectively responsible for acheiving a common objective for their organization

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Why is it Not a Given?

Normal subjectivity primes everything:

1. Personal history
2. Personal Routines
3. Distortions of Perception

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How Can it Become a Reality?



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Reflection

1. What were the central ideas / messages I have heard?
2. How do we perform on them in our firm?
3. What would we need to do things the way we think it should be?
4. What does it need to take the first step?

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London
Mexico City
Milan
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New York
Zurich

Rupprecht Graf von Pfeil
+49 160 99 33 44 00 / Rupprecht.GrafvonPfeil@KermaPartners.com

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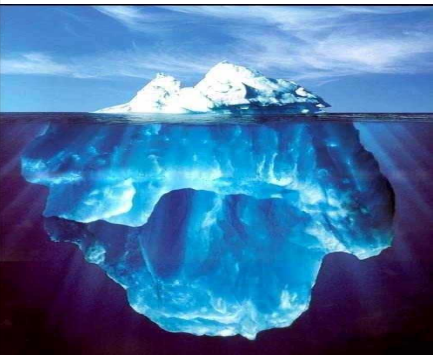
Welcome to this seminar


Soft skills for hard results

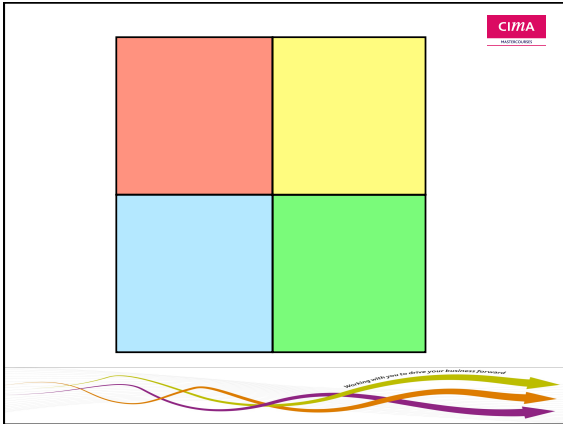
CIMA in-house training for
**TAG Alliances
Conference**

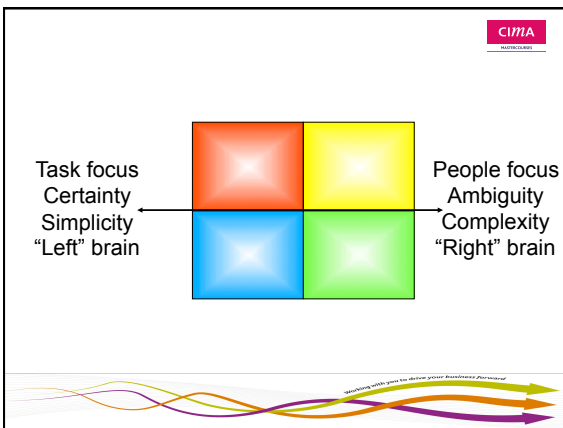


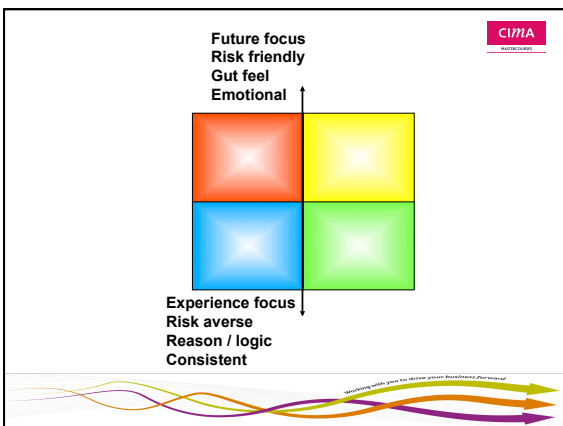


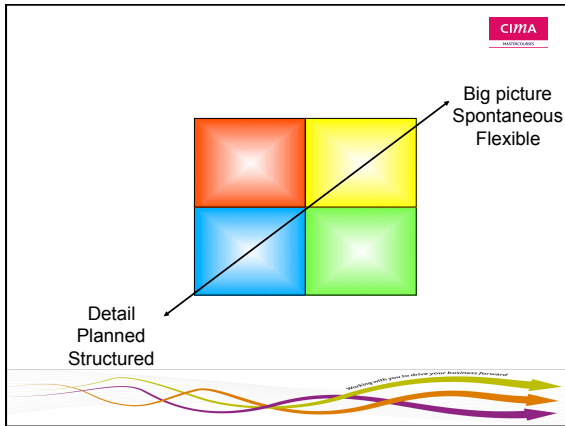


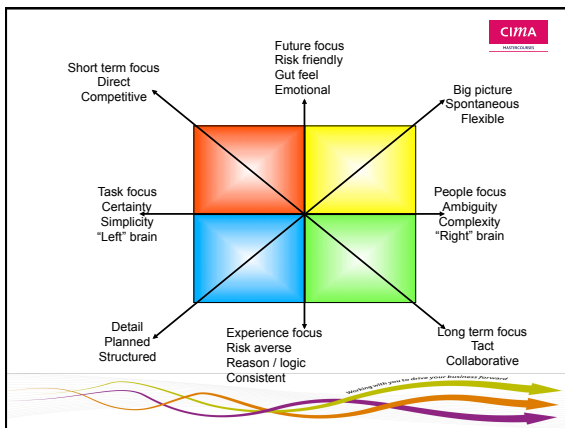















What do they bring to the party ?





Car in which they arrive






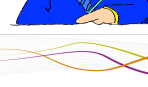
Food






Drink





Clothing



Working with you to drive your business forward

What do they bring to the party ?

Working with you to drive your business forward

Attitudes to change and attitudes to risk

And how to influence – the “buttons to press”

Working with you to drive your business forward

Performance

PEAK USE OF STRENGTHS

THRESHOLD TO EXCESS

Productive use of strengths

Excess use of strengths

Strengths and styles

Improved performance through strength development

Working with you to drive your business forward

