




Your Leadership Makes All the Difference

Presented to
TAGLaw & TIAG International Conference
October 27, 2010

Copyright © 2010 by TAGLaw, LLC, TIAG, LLC, and Melinda Guillemette. ALL RIGHTS RESERVED. This course material may not be reproduced in any form without permission. Publications are distributed and programs presented for general informational purposes only and with the understanding that TAGLaw LLC and TIAG LLC do not render any legal, accounting or other professional services. The contributing authors to this publication have exerted their best professional skills to assure the accuracy of its contents. All original sources of authority presented by this publication, or orally, should be independently researched in dealing with any client's or your own specific legal, financial or business matters.


 Melinda Motivates



 




The Challenges of Leadership

- The traits that got you this far have little to do with leadership.
 - Diligence
 - Obedience
 - Fitting in
- Past rewards and recognition were for working **IN** the business, not **ON** the business
- Partners have tenure
 - How do you lead people who can easily say no?
- As a leader you are (or should be) an agent of change
 - People fear and dislike change
 - You're constantly on the hot seat


 Melinda Motivates



 



Six Principles of Leadership

1. Money talks.
2. Money talks, but it isn't everything.
3. Trusting each other is good business.
4. Your behavior speaks louder than your words.
9. Know when and how to communicate.
10. Leaders make leading look easy.

 Melinda Motivates

Principle 1: *Money Talks*

- No single partner compensation system works for every firm, but there are some guidelines.
- Partner compensation plans have more chance of being effective when they take individual needs/ desires and operational realities into account.
- The compensation system must emphasize increasing partner value beyond billable time.
- Eat what you kill creates imbalances in the firm.
- Communication by all parties must be clear and honest.

 Melinda Motivates



Principle 1: *Money Talks*

- The younger generations (Xers and millennials) will not devote 10, 20 or 30 years to an effort without seeing returns on their investment of time and effort.
 - Be prepared for some of them to leave you no matter what you do.

 Melinda Motivates



Principle 2: *Money Talks, But It Isn't Everything*

A soldier will fight long
and hard for a bit of
colored ribbon.

~ Napoleon Bonaparte

 Melinda Motivates



Principle 2: *Money Talks, But It Isn't Everything*

- Celebrate results.
 - There's always time and money for "colored ribbons"
 - Create physical symbols of goals reached
 - Red Bull Award
 - Above and Beyond
- Reward and recognize publicly *and* privately.
 - Hand-written thank you notes
 - Bragmails
 - Internal newsletter and intranet



Principle 2: *Money Talks, But It Isn't Everything*

- Understand the power of your words.
 - Your generosity of spirit and emotion must be expressed
 - This is singularly lacking in most firms.
 - Get up from your desk, go to the person who has done something right, look him or her in the eye, and tell them how you feel about their effort, how you feel about them, and how proud you are of them.



Principle 3: *Trusting Each Other is Good Business*

- Lack of trust among partners and between partners and senior management (the firm's next generation) may be the biggest elephant in firms' board rooms.
 - Mistrust strongly affects productivity and profitability.
 - It is certainly the biggest impediment to cross selling efforts, which limits growth.
 - It causes nearly all office gossip.
 - It removes the possibility of joy.
 - We learn what we live.
 - The most junior team members learn to mistrust from their senior team members and partners.



Principle 3: *Trusting Each Other is Good Business*

Partners: if you think you can hide mistrust and other partner issues from the rest of your firm, you are mistaken.

Just as children nearly always know when their parents are fighting, your team members are equally sensitive to partner interactions.



Principle 3: *Trusting Each Other is Good Business*

- Your personal conduct earns deposits into or withdrawals from your trust account.
- Trust allows you to review others' efforts and results honestly.
 - Focus is on progress rather than punishment.
- Trust isn't a given. It can only be built over time via your personal involvement with people.
 - Next time you ask someone "How are you?", stop and listen to their answer.






Principle 3: *Trusting Each Other is Good Business*

- Spend time with your people
 - Formally
 - Regular, sacrosanct partner meetings that require honesty and discourage hot air.
 - Regular meetings of your entire team to share information .
 - current status
 - goals/dreams for the firm
 - how everyone on the team can be involved and benefit from achieving those goals
 - Interactive Q&A (plant skills if you need to)






Principle 3:
Trusting Each Other is Good Business

- Tuesdays with Stanley
- Regular email, phone, or intranet updates from you
- Informally
 - Impromptu lunches with partners and team members
 - Remember to lunch with support professionals and get their view of life at your firm
 - Coffee klatches
 - 30 minute meetings off premises to do nothing but listen to the other person




Principle 3:
Trusting Each Other is Good Business

- When you share time with your colleagues, share something of yourself, too.
 - People follow those they trust. They trust those they know.

Principle 4:
Behavior Speaks Louder Than Words

- Leaders are *always* the focal point.
- Others will follow the leader, for good or ill.
 - If, as the leader, you are the top biller and number cruncher, then billing and crunching is what followers will emulate.
 - If the leader is the firm's top marketer and its most famous face, followers will begin to emulate this behavior, too.
 - Don't ask someone to do that which you will not do.

Principle 4:
Behavior Speaks Louder Than Words

- Optimism beats pessimism, no matter how tough things might be.
 - Always acknowledge the truth, but leave 'em on a high note.
 - Don't let elephants remain in the living room, because they will just grow bigger
- Eye contact and body language are critical.
- Keep your door open if you want to be truly accessible.
 - Learn to manage your time and your communications so you are not constantly interrupted.

 Melinda Motivates



Principle 4:
Behavior Speaks Louder Than Words

- Criticize privately and praise publicly.
- Share the wealth, both literally and figuratively.
- Say thank you to someone every day, and mean it.
- Be the force behind your firm's celebrations of its successes.
- Be the same person every day.
 - Leaders do not have the luxury of moodiness.

 Melinda Motivates



Principle 5:
Know When and How to Communicate

- Leaders communicate frequently, clearly and enthusiastically about the business and goals of the firm.
 - Every team member needs this information, not just professionals.
- Know how to disagree and conflict civilly.
 - Manage your grudges.

 Melinda Motivates



Principle 5:
Know When and How to Communicate

- Meet individually with those who are not meeting commitments they agreed to.
 - Be specific in your comments
 - Gather data before criticizing
 - "What's the most important thing we should be discussing today?"
 - Offer to help them improve

 Melinda Motivates



Principle 6:
Leaders Make Leading Look Easy

- You must enjoy your position, at least most of the time.
- Assess your personal conduct daily.
- Your behavior gives others confidence.
 - Or makes others wary, fearful
- Never forget that everyone is watching you all the time.

 Melinda Motivates



Principle 6:
Leaders Make Leading Look Easy

- Little things can be very big things.
 - Door open or closed?
 - Eye contact or not?
 - Consistent emotional state or not?
- Make the time, find the energy to interact with your team.
 - They will come up with great ideas if you are open and give them access
 - Know how to answer "Do you have a minute?"
 - Your team must come before your billable time

 Melinda Motivates



Principle 6:
Leaders Make Leading Look Easy

- Self discipline is key.
 - No tantrums
 - No extended grumpiness
 - “Fake it till you make it.”
- Turn on the energy as though you are flipping a light switch.

 Melinda Motivates



Principle 6:
Leaders Make Leading Look Easy

- Be cool.
- Learn to listen.
- Keep your heart and mind open.
- Understand your emotional wake.

 Melinda Motivates



Recommended Readings

- *Switch: How to Change When Change is Hard* – Chip and Dan Heath
- *First Among Equals* – David Maister
- *Emotional Intelligence at Work* – Hendrie Weisinger, PhD
- *A Higher Standard of Leadership* – Keshavan Nair

 Melinda Motivates



Contact

Melinda Guillemette
Melinda Motivates
505.263.9460
melinda@melindamotivates.com
www.melindamotivates.com

P.O. Box 1529, Corrales, NM 87048



